



PREDICTABILITY AND FAMILY SUPPORT:

EFFECTS ON AIR FORCE

ORGANIZATIONAL OUTCOMES

THESIS

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Abstract

This research examined the effects of deployment predictability and family support on Air Force personnel's intent to leave the Air Force using measures of work interference with family, family interference with work, job and life satisfaction, and affective organizational commitment. Based upon current theory found in the literature, a model was developed linking these variables. A web-based survey was sent out via email and obtained 1,234 responses (25.5%) from Air Force personnel regarding their perceptions of aforementioned variables.

Using Structural Equation Modeling, support was found via several indirect paths that predictability has a negative effect on airmen's intent to quit. Family was also found to play a significant role in airmen's intent to leave the Air Force. Interestingly, life satisfaction was found to have a direct, negative effect on respondents' intent to quit. Findings provided mixed support for several demographic sub-categories as possible moderators of the hypothesized relationships. In particular, recent deployments and the presence of dependents were found to moderate several of the hypothesized relationships.

PREDICTABILITY AND FAMILY SUPPORT:
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I. Introduction

This chapter describes the background and purpose for the research, as well as overall research scope and limitations. This chapter also provides a summary of the research methodology and concludes with the objectives and overall research questions.

Background

Deployment Framework

The Cold War era ended in 1989 with the dismantling of the former Soviet Union and ended a 40-year reign over the way the United States Air Force trained, equipped and deployed its personnel. Because of this, the United States reassessed its national security threats. The ongoing situation in Iraq that started with Operation DESERT STORM served as a likely candidate for the typical scenario the Air Force would face in the future. Americans no longer faced a large-scale nuclear war, but rather a series of smaller, ill-defined threats to our allies and national interests abroad. These new threats may have indicated the need for a larger force located abroad, but economic factors at the time instead instigated a decrease in military manpower and overall military budget.

The reduction in Department of Defense budget and manpower shaped a new military force in the late 1980s and early 1990s. Air Force manning levels dropped from just over 600,000 active duty personnel in 1985 to 350,000 in 2000 (Air Force News Agency, 2001). Many overseas bases were closed in an effort to save scarce resources

and manning was condensed to larger bases. These changes created a need for a more mobile force that could deploy rapidly from home soil to address any hostility across the globe. Operation DESERT STORM was an example of America's new mobile force concept, with the majority of personnel supporting this endeavor deploying from bases in the United States.

Operation DESERT STORM also served as a reminder, however, that Air Force doctrine concerning methods of deployment sorely needed updating. The reduction in manpower and need for increased mobility to meet new threats made the current deployment framework, Palace Tenure, obsolete. Palace Tenure was originally designed to meet the needs of the Cold War world. An increase in the number of contingencies, including humanitarian aid to foreign countries, which the Air Force was required to support strengthened this need. A panel was commissioned by the Air Force in 1998 to use the lessons learned from the previous 8 years and develop a new framework through which the Air Force could meet these new challenges. General Michael Ryan (1998), the Air Force Chief of Staff, stated the Air Force wished to:

Provide U.S. military commanders-in-chief with the right force at the right place at the right time, whether the mission involved humanitarian relief or combat operations.

Reduce deployment tempo by building more stability and predictability into the way we schedule our people to respond to contingencies.

Take full advantage of the vital contributions of the total force - - active duty, civilians, Reservists, and Air National Guardsmen. (n. pg.)

This thesis effort focuses on the second result concerned with predictability and the effects predictability has ultimately on retention. The new deployment framework

encompassing all three of these outcomes would come to be called the Expeditionary Aerospace Force (EAF).

EAF and Predictability

The EAF concept was implemented through the Aerospace Expeditionary Force (AEF) construct. The AEF construct was the specific method or system for achieving the goals of the EAF concept. This new AEF deployment system was based on a rotational system; all deployable Air Force personnel were to be assigned to a specific timeframe or window within which they could deploy. Ideally, by scheduling the units more systematically, each member would not have to deploy for more than three months in every 15-month cycle assuming the members did not transfer to another unit that had deployment obligations. Under the AEF rules of engagement, the only exception would be if the United States entered into a Major Theater War (MTW). In the event of a MTW, the AEF construct would be subservient to the overall needs of the Commanders in the deployed Area of Responsibility (AOR).

It seems intuitive that the new AEF deployment construct yields greater predictability for individual members. Under the AEF deployment construct, members should know when they would be vulnerable for deployment and, perhaps even more important, when they would not be vulnerable for deployment. The former deployment construct, known as Palace Tenure, filled AOR requirements through almost random selection of individuals who possessed the necessary skills. Under Palace Tenure, an individual may be required to deploy at any time of the year with little or no notice. Personal obligations of individual members such as educational classes and weddings could not be planned around deployments under Palace Tenure because individuals never

knew when they would have to deploy over the long term. It appears that the AEF meets General Ryan's (1998) requirement for improved "stability and predictability." What is not as clear is whether the implementation of the AEF construct and its enhanced predictability has improved retention within the Air Force.

A Call for Measurement

Deployable personnel were assigned to groups called Unit Type Codes (UTC) under Palace Tenure. Most of the Air Force UTCs remained the same throughout the transition to the AEF construct. The Air Force assigned most UTCs to a specific AEF rotation window and guidelines were provided to unit-level Commanders stipulating that all individual Air Force personnel assigned to an AEF UTC were to be notified of their vulnerability window. This was meant to increase the "predictability and stability" in airman's lives, thereby helping to achieve the second objective of the EAF. To help ensure unit-level commanders understood the importance of this newly instituted predictability, the Air Force required commanders to request higher headquarters approval before reassigning that member to a new AEF window.

The Air Force was slow in implementing metrics for their second objective of predictability and stability, however. A recent Government Accounting Office (GAO, 2000) report analyzing the Air Force's implementation of the AEF construct concluded the following:

We are recommending that the Air Force develop specific quantifiable goals based on the (Expeditionary) Concept's broad objectives and measure progress toward these goals, particularly for such aspects as deployment predictability... (p. 6)

The Air Force has started developing metrics for the AEF construct. These metrics include tracking the number of days an individual spends away from their home during both deployments and temporary duty assignments. The Air Force has also attempted to measure the number of days notice an individual receives prior to deployment. This deployment notification has been hampered, however, by problems in the Air Force personnel data system. While these metrics are a start at providing a quantitative measure of predictability, they do not measure the qualitative aspect of predictability. More aptly, the Air Force has not tried to ascertain the overall effects predictability has on key behavioral constructs, such as job satisfaction and intent to quit.

Behavioral Perspective

Currently, there is very little research on predictability and its affect on retention in the military or private sector. Obruba (2001) initiated research into the link between predictability and its affect on Air Force members' intent to stay. Obruba (2001) performed a study which hypothesized that predictability positively affected intent to stay through a set of intermediate constructs: work-family conflict, job satisfaction, and organizational commitment. Obruba (2001) found support for his model shown in Figure 1, but was unable to find significant differences amongst relationships between groups such as Air Force members with dependents and those without dependents.

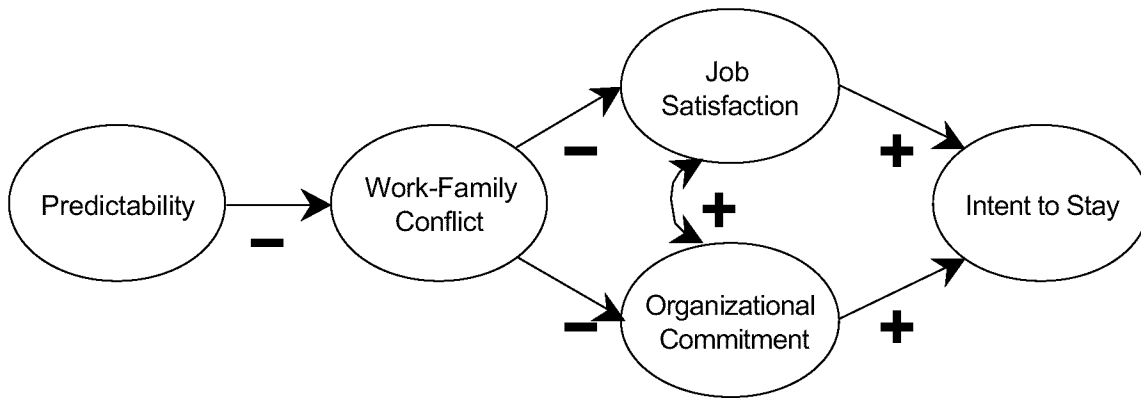


Figure 1. Construct Model: Obruba (2001)

This study refines Obruba's (2001) baseline model. Specifically, it expands the area of work-family conflict. Recent studies (Carlson & Kacmar, 2000; Shaffer, Harrison, Gilley & Luk, 2001) have explored work-family conflict not as one domain, but as consisting of two separate domains. These domains are work-interfering-with-family (WIF) and family-interfering-with-work (FIW). Whereas Obruba (2001) examined the relationship between predictability and work-family conflict, this research focuses on the relationship between predictability and WIF, as well as a similar relationship between Air Force members' perceived family social support and FIW.

Obruba (2001) also explored the association between work-family conflict and both job satisfaction and organizational commitment. This study changes these associations slightly to incorporate the two-domain view of WIF and FIW. Carlson and Kacmar (2000) found evidence that social support at work had a negative effect on the work time demands of employees. Work time demands then positively affected employee job satisfaction. Similar relationships were found between family social

support, family time demands, and family satisfaction. This study substitutes predictability for social support at the workplace and WIF for work time demands.

Research Questions

The purpose of this research is to evaluate the relationship between predictability and Air Force members' overall intent to stay. This focus poses the following research questions:

1. Is predictability important to Air Force personnel's decision to remain in the Air Force?
2. How do Air Force personnel perceive work interfering with their family life? How does this affect their level of life satisfaction?
3. How do Air Force personnel perceive their family interfering with their Air Force responsibilities? How does this affect their level of job satisfaction?
4. Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of predictability on work interference with family?
5. Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of family support on family interference with work?
6. Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of WIF on life satisfaction and FIW on job satisfaction?

Research Scope and Limitations

The scope of this research includes all active duty Air Force personnel assigned to Aerospace Expeditionary Force rotations. Air Force Reserve and Air National Guard personnel will not be included in the scope. Deployments involving Air Force Reserve and Air National Guard personnel most likely involve other factors such as frequency of deployment and pressures from non-Air Force employers that would require analysis different from that which this thesis pursues. In addition, email addresses and personal

mailing addresses are not available for Air Force Reserve and Air National Guard personnel.

The Air Force does not currently track whether or not personnel are assigned to an AEF. Therefore, one limitation of this research is the sampling frame. Personnel from major units assigned to AEF rotations will be sampled in order to obtain the maximum percentage of personnel assigned to AEF rotations. Inevitably, personnel assigned to smaller AEF units cannot be included in the sampling frame due to time limitations.

Data for this thesis came from web-based surveys answered by respondents. This implies that survey respondents have access to computers. Another possible limitation of this research includes lack of routine computer access by junior ranking Air Force personnel. While stratified, purposive sampling could be applied to try and yield a more representative response amongst ranks, the researcher decided against this in order to achieve a more parsimonious balance of randomness and number of surveys distributed.

Overview

Chapter 2 of this thesis gives a more detailed background of the EAF deployment framework, reviews literature involving each model construct and develops the overall construct model. Chapter 3 identifies the data collection method and statistical techniques used to analyze the data. Data analysis and results are reported in Chapter 4. Chapter 5 compares the results to the research questions and hypotheses set forth in Chapter 2, as well as possible implications for the Air Force.

II. Literature Review

This chapter reviews literature pertinent to this thesis topic. An in-depth discussion on the workings of the Expeditionary Aerospace Force is provided. Behavioral theories on predictability, family social support, work-family conflict, job satisfaction, non-work satisfaction, organizational commitment, and intent to stay are examined and used to develop research hypotheses. A theoretical framework is established for a construct model tying predictability and social support to retention through the intermediate constructs of work-family conflict, job and non-work satisfaction, and organizational commitment. This construct model will serve as the basis for testing as outlined in Chapter III, Methodology.

Expeditionary Aerospace Force

Problems with Palace Tenure

The Expeditionary Aerospace Force was created as a solution to several problems with the Air Force's ailing deployment system, Palace Tenure. These problems include a change in national security requirements, a decrease in the overall number of deployable personnel within the Air Force, an increase in the number of Air Force personnel required to deploy, and finally, a decline in retention rates amongst Air Force personnel.

Prior to Operations DESERT SHIELD and DESERT STORM in the Persian Gulf, the Air Force of the Cold War era faced a much different national security threat. The biggest threats during the Cold War were large-scale wars with the Soviet Union or possibly even Korea. Palace Tenure was designed to face the challenges presented by the

Cold War; large populations of military troops were stationed overseas at forward operating locations (FOL) in order to counter a clear and present threat. Air Force personnel stationed at a base within the continental United States rarely had to deploy overseas on short notice because the troops required for most situations were already stationed at the FOL. The only exception would be a large-scale war, where military personnel and resources would be increased at the FOL in order to face the increased threat.

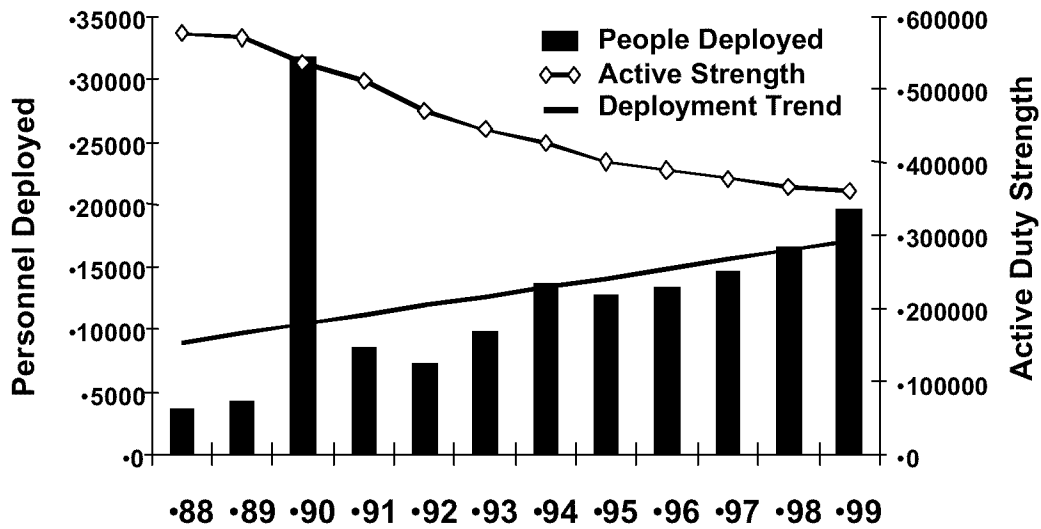
Palace Tenure was therefore designed to handle a relatively small volume of deploying personnel and little or no tracking of the personnel or deployments occurred. This resulted in some personnel being deployed several times within a year while others never deployed. The system was not necessarily fair to all Air Force personnel, but the relatively small number of deploying personnel in relation to the overall force size perhaps helped to mask the problem.

Air Force Manning Reductions and PERSTEMPO

The aforementioned changes in national security requirements resulting from the end of the Cold War also shifted Air Force manning requirements. Near the end of the Cold War, in 1988, Air Force manning levels were near 600,000 active duty personnel (Aerospace Expeditionary Force, 2000). The end of the Cold War and break-up of the former Soviet Union signaled a decrease in the overall national security threat. All military services were subject to reductions in bases, budgets, and personnel. The Air Force reduced its manpower levels constantly throughout the 1990s, reaching a level of approximately 350,000 in 1999 (Aerospace Expeditionary Force, 2000).

In 1988, as few as 5,000 of a total 600,000 Air Force personnel deployed in support of contingencies, resulting in 1 deployed person for every 120 Air Force personnel (Aerospace Expeditionary Force, 2000). However, as the Air Force got smaller, this ratio changed dramatically throughout the 1990s, ending in 1999 with 1 deployed person for every 12 Air Force personnel (Aerospace Expeditionary Force, 2000). Moreover, the total number of deployment requirements increased more than six-fold. Figure 2 illustrates the simultaneous changes in manpower strength and number of personnel deployed experienced by the Air Force. This resulted in the remaining Air Force active duty personnel deploying much more frequently and for longer durations to cover national security requirements.

More current data reinforce this idea that the Air Force has approximately 13,000 airman deployed overseas every day (Peterson, 2001), which would equate to nearly 50,000 people deployed annually. The average length of a deployment is approximately 120 days, which is at the stated Air Force goal (Peterson, 2001). The randomness and inherent inequity that Palace Tenure brought to individual deployments could no longer be masked. Stresses on the force became evident as retention rates among airmen decreased throughout the 1990s.



Source: Aerospace Expeditionary Force, 2000

Figure 2. Active Strength vs. Personnel Deployed, 1988-1999

Stresses and Retention

The more frequent, longer deployments meant Air Force members were required to leave their families and friends more often for longer periods, which can create role conflicts. A role conflict occurs when a person filling more than one role experiences conflicting requirements from those roles (Hobfoll, 1998). Examples of roles for this research effort include the airman's roles as a family member and as an Air Force member. If the role as an Air Force member requires an individual to deploy, the role as a completely engaged family member is essentially put on hold for the duration of the deployment because the member is limited in what they can do for their family. This deployment-induced separation can cause stress for the Air Force member. Likewise, if needs of the family are so great that an Air Force member has trouble completing his or

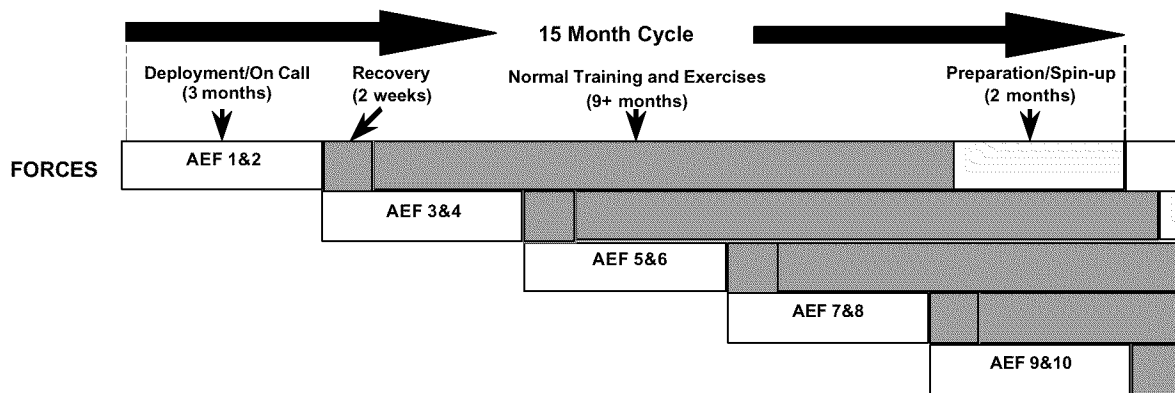
her Air Force responsibilities (i.e., deployments or other job requirements), stress is likely to occur for the Air Force member.

This increased deployment-induced stress and the implications associated with it were documented in several surveys conducted by the Air Force from 1995 to 2000. As expected, these surveys pointed out that frequent deployments of longer duration were often not compatible with family life, and served as a major contributor to members' intentions to leave the Air Force. The Air Force Director of Personnel recently stated during Congressional testimony that retention was one of the Air Force's largest problems and that recruiting more new personnel could not simply solve the problem (Peterson, 2001).

While retention of trained personnel is important to all organizations, many would argue it is more important to the armed services because there is no mechanism in place to select people and place them immediately in mid- or senior-level positions. Peterson (2001) emphasized the fact that when an airman with eight years of military training and experience decided to leave the Air Force, these eight years are lost. He implies here that recruiting a new airman with no training or experience cannot simply replace the more veteran airman. Lieutenant General Peterson (2001) further emphasized the importance of this fact in light of the Air Force's current deployment tempo because experienced personnel are required for deployments. From this perspective, it becomes evident that a vicious cycle exists in which experienced, deployable personnel leaving the Air Force can lead to shortfalls among specific career fields. This, in turn, increases the frequency with which the remaining personnel in that career field must deploy.

Expeditionary Aerospace Force Construct

The Expeditionary Aerospace Force (EAF) essentially divides the deployable portion of the Air Force into smaller, functional units and assigns these units to respond to conflicts occurring during a specific time-window. The Air Force created ten Aerospace Expeditionary Forces (AEFs) to which the vast majority of deployable personnel were assigned. Two AEFs are on-call for a 90-day window in which they can be called upon to deploy in support of contingencies worldwide. After AEF-assigned personnel exit their window of vulnerability, they enter a 90-day reconstitution period during which they may rest and replenish supplies used during a deployment. Following the reconstitution period, a 180-day normal deployment training period occurs. The entire 15-month AEF cycle ends with a 90-day deployment preparation period in which AEF-assigned personnel ready themselves for entering their deployment vulnerability period again. Figure 2 illustrates the rotational schedule of the ten AEFs over a typical 15-month cycle.



Source: Aerospace Expeditionary Force, 2000

Figure 3. AEF Deployment Cycle

EAF and Predictability

The predictability afforded to Air Force personnel assigned to an AEF appears intuitive. However, little management or human behavior literature exists regarding predictability and its relation to other constructs such as job satisfaction, organizational commitment, or work-family conflict. This is perhaps due to the unique value of predictability in the military culture. While many international companies may require their personnel to perform duties overseas, none have the authority to imprison employees for refusing the assignment. As military members are often serving under service commitments, they have little or no ability to refuse to participate in a deployment when required. If an Air Force member's only choice is to deploy when required, then knowing when they may have to deploy and when they will not have to deploy over the course of a 15-month period would be essential in planning life events.

Obruba (2001) began a baseline for research in predictability. He defined deployment predictability as "an individual, comparative judgment between what the organization tells individuals that their schedule will be, a 'promise', and the individual's feelings towards the organization's actual ability to meet that promise" (Obruba, 2001:27). He went on to identify predictability as a type of psychological contract (Rousseau & Tijoriwala, 1998) between an Air Force member and the Air Force. In the context of a psychological contract, Obruba (2001) posited an Air Force member eligible for deployment should expect predictability in return for the possible life disruption caused by deploying overseas. Air Force leadership has now gone beyond the psychological contract, stating on record that Air Force members should have predictability and stability in their lives.

Obruba (2001) also conjectured that a lack of deployment predictability led ultimately to role conflict between an airman's work role and family role. Using predictability, then, as a form of role conflict, Obruba (2001) associated predictability as an antecedent contributing to an airman's work-family conflict. Obruba's (2001) results supported his proposed model, but indicated the existence of a direct path from predictability to job satisfaction.

While this researcher agrees with Obruba's (2001) hypotheses concerning predictability, additional research was required. Air Force members may also view predictability as an organizational-afforded support or benefit. In a study of expatriate managers, Guzzo, Nunnan, and Elron (1994) examined the affects of employer benefits and supports on intent to quit. Their results are graphically depicted in the model in Figure 4. Guzzo et al. (1994), similar to Obruba (2001), used the psychological contract as the basis for their model.

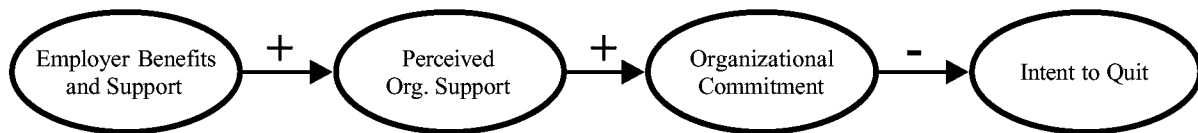


Figure 4. Guzzo et al. (1994) Expatriate Manager Model

Guzzo et al. (1994) proposed that expatriate managers were ideal candidates for their study because expatriates are exposed to a range of hardships such as family relocation adjustment and inter-role conflict. In the case of expatriates, employers have the potential to affect their employees' lives much more than a typical domestic worker (Guzzo et al., 1994). Guzzo et al. (1994) suggested that employers could influence their

expatriate employee's level of organizational commitment by providing benefits and support to their employees. Guzzo et al. (1994) went on to posit that, as the employee perceives these benefits and support as compensation in a psychological contract for going overseas, this perceived organizational support will lead to increased organizational commitment and ultimately a decreased intent to quit. This leads to the importance of the psychological contract for expatriates in particular. Guzzo et al. (1994) suggested that the psychological contract, shown in Figure 4 as Perceived Organizational Support, would moderate the relationship between employer support mechanisms and retention-based outcomes of organizational commitment and intent to quit.

Parallels can be drawn between Guzzo et al.'s study (1994) and this study. Expatriate employees share many similarities with military members. While expatriates and their families are required to adjust to relocation overseas, military members and their families are required to adjust to long separations during deployments. Spouses of both expatriates and deploying military members are subjected to increased role requirements. Inter-role conflicts from excessive work demands are likely for both expatriate employees and deploying military members. In accordance with the findings of Obruba (2001) and Guzzo et al. (1994), this study posits that Air Force-afforded predictability, as an organizational support mechanism, will help reduce inter-role conflict and positively affect the retention-based outcome of job satisfaction.

Hypothesis 1: *Predictability, as an organizational support mechanism, will have a negative effect on work interference with family and a positive effect on overall job satisfaction.*

Hypothesis 1b: *Predictability will have a stronger negative effect on work interference with family for deployed personnel than for non-deployed personnel.*

Work-Family Conflict

Work and family are the two most important domains in most individual's lives. Conservation of Resources theory posits that excessive demands or insufficient resources in either the work or family domains create stress (Hobfoll, 1998). Most research on work-family conflict has focused on examining the stress employees encounter in the family domain as a result of excessive demands from the work domain (Frone, Russell, and Cooper, 1992; Kirchmeyer & Cohen, 1999; Shaffer, Harrison, Gilley, & Luk, 2001). These excessive work demands create a conflict between the role of an individual as an employee and as a family member because finite resources such as time become insufficient to carry out both roles simultaneously.

Greenhaus and Beutell (1985) and Stephens and Sommer (1996) defined work-family conflict as arising from the work and family domains and consisting of three separate dimensions: time, strain, and behavior. Time-based conflict was the result of conflicting time demands between an individual's roles; strain-based conflict was the result of stressors existing in one domain crossing over and causing additional conflict in the other domain; and behavior-based conflict was the result of incompatibilities between types of behavior in either domain (Stephens & Sommer, 1996). In an attempt to better define work-family conflict, Stephens & Sommer (1996) created and tested a multi-dimensional scale for work interference with family. The authors, however, confined their scale to work interference with family and chose not to measure family interference

with work. This study is less interested in the dimensionality of work-family conflict as it is in the affect of work-family conflict on the predictability to intent to stay relationship.

More recent research into the area of work-family conflict has explored both the work interference with family and family interference with work domains (Guterk, Searle, & Klepa, 1991; Shaffer et al., 2001; Carlson & Perrewe, 1999, Carlson & Kacmar, 2000). These studies found that the work-family conflict domain can be divided into work interference with family (WIF) and family interference with work (FIW). The premise behind such an approach is to identify unique antecedents and outcomes for WIF and FIW. Determining the role of antecedents such as work support (predictability) and family support (social) mechanisms are of primary concern in this research effort. Likewise, the unique roles of WIF and FIW in predicting outcome variables such as job satisfaction, non-work satisfaction, and intent to stay are equally as important.

Carlson and Kacmar (2000) studied 314 state government workers in an attempt to identify the roles of WIF and FIW in overall life satisfaction. The authors suggested that WIF would have negative affect on family satisfaction and FIW would have a negative affect on job satisfaction. Concurrent with expectations, Carlson and Kacmar (2000) found that WIF contributes to a decrease in satisfaction in the family domain. Surprisingly, however, FIW did not directly affect either job or non-work satisfaction. Figure 5 shows the model resulting from Carlson and Kacmar's (2000) research. Whereas Carlson and Kacmar (2000) chose to examine the effects of time demands, role conflict and role ambiguity on WIF and FIW, this research will examine the effects of

predictability and family support as support mechanisms and antecedents of WIF and FIW.

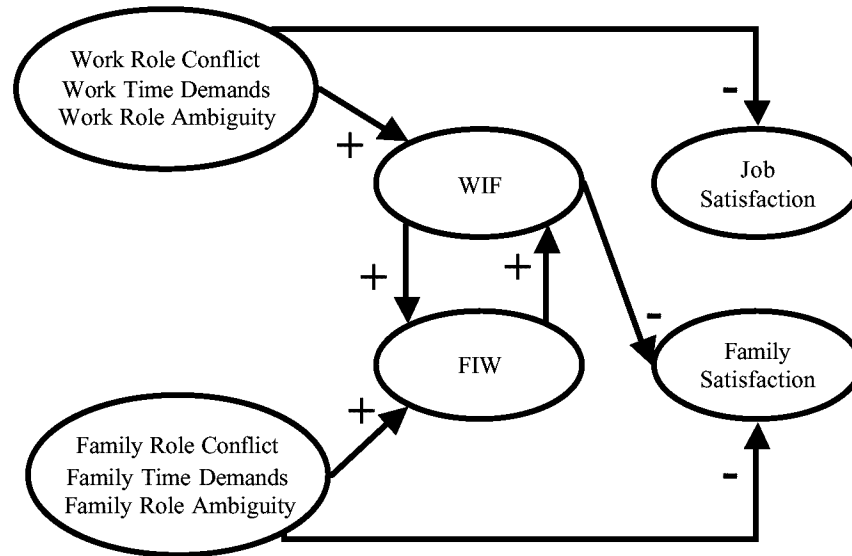


Figure 5: Carlson & Kacmar (2000) WFC model

Carlson and Perrewé (1999) surveyed 314 state government workers and used structural equation modeling to test a model involving the affects of work and family social support on WIF and FIW. The best-fit model resulting from their path analysis is shown in Figure 6. For clarity, only significant paths are shown. Carlson and Perrewé (1999) found that work social support had a negative affect on WIF and positive affect on job satisfaction. They also found that family social support negatively affected FIW and positively affected overall non-work satisfaction. In keeping with the context of this research, this study will shift focus from the benefits of work social support on WIF to the benefits of predictability on WIF.

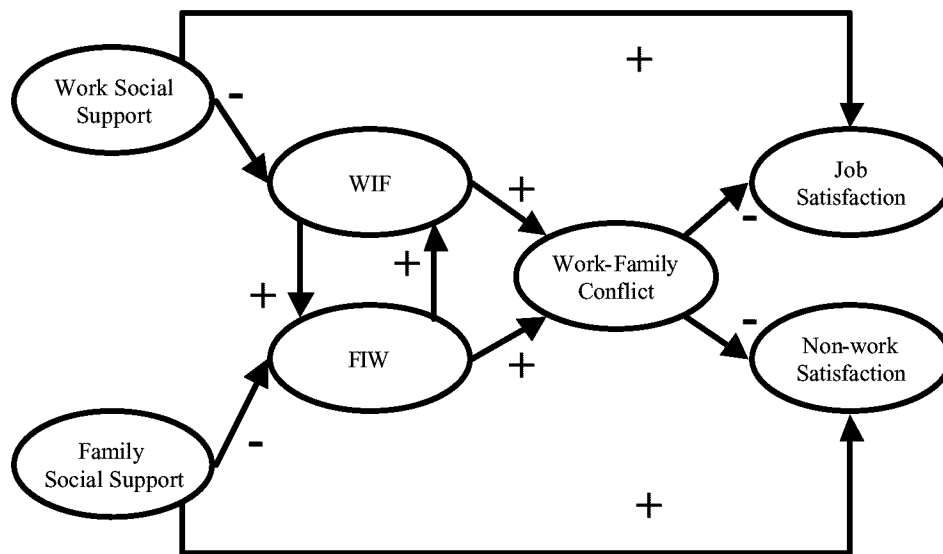


Figure 6. Carlson and Perrewe (1999) WFC Model

Kirchmeyer and Cohen (1999) found that WIF and FIW combine to increase overall employee stress, similar to Carlson and Perrewe's (1999) model shown above. Kirchmeyer & Cohen (1999), however, chose turnover intent as the outcome variable for stress as opposed to job satisfaction. Their findings indicate no direct path from WIF or FIW to turnover intent, but an indirect path through their employee stress construct. This employee stress construct can be viewed as similar to the overall work-family construct in the model shown in Figure 6. As an antecedent to WIF, Kirchmeyer & Cohen (1999) chose worksite support, defined as "employer respect for workers' non-work activities." In line with that definition, this research will use predictability as an antecedent to WIF because predictability is viewed as an effort by the Air Force to respect their members' involvement in non-work activities.

It is important in this research effort to divide the work-family conflict construct into its distinct work and family domains. Predictability, as an organizational support mechanism, has the potential to affect both the work and family domains of eligible Air Force personnel. In referencing the importance of separating the two domains when measuring work-family conflict, Kirchmeyer & Cohen (1999) noted:

In instances where the directions of conflict were distinguished, role-specific demands were found to affect them differently, and combining them into one measure would have diluted the affect. (p.60)

The value of the separate measures for WIF and FIW is compounded when examining a complex set of relationships between support mechanisms in both the work and family domains and the satisfaction members possess in both work and family domains.

Hypothesis 2: *Work interference with family will have a negative effect on Air Force members overall life satisfaction.*

Hypothesis 2b: *WIF will have a stronger negative effect on life satisfaction for deployed personnel than for non-deployed personnel.*

Hypothesis 3: *Family interference with work will have a negative effect on Air Force member's job satisfaction.*

Hypothesis 3b: *FIW will have a stronger, negative effect on job satisfaction for deployed personnel than for non-deployed personnel.*

Job Satisfaction, Affective Commitment, and Intent to Quit

Numerous research efforts have been committed to developing a model for predicting voluntary turnover within organizations (Lance, 1991; Tett & Meyers, 1993; Lee & Mowday, 1987). Job satisfaction, organizational commitment, and intent to quit

are among the most often referenced determinants of turnover (Tett & Meyer, 1993). The primary goal of this thesis is to determine how predictability influences these three key work attitudes.

Tett and Meyers (1993:261) defined job satisfaction as “one’s affective attachment to the job viewed either in its entirety (global satisfaction) or with regard to particular aspects (facet satisfaction; e.g. supervision).” The focus for the job satisfaction construct is affect for the job itself, while organizational commitment focuses on affect for the organization. In the context of this study, job satisfaction plays an important role. Spector (1997) posited nine aspects of an employee’s job situation that influence job satisfaction. During a deployment, an airman may experience changes in a number of these aspects, including job setting, supervision, coworkers, and pay. These changes in job facets can potentially alter the airman’s job satisfaction.

Allen and Meyer (1990) specified three distinct forms of organizational commitment: (1) affective commitment, (2) continuance commitment, and (3) normative commitment. Employees experiencing affective commitment stay with the organization because they *want* to, employees experiencing continuance commitment stay with the organization because they *need* to, and employees experiencing normative commitment stay with the organization because they feel they *ought* to do so (Allen & Meyer, 1990:3). This study is concerned with voluntary turnover of Air Force personnel. Therefore, continuance and normative commitment are of less concern because the focus of this effort is not whether airmen feel they need to stay or ought to stay, but on whether or not they want to stay.

Lance (1991) proposed that voluntary turnover was preceded by a decision making process during which factors such as job satisfaction and organizational commitment could influence an individual's intent to remain or leave an organization. While actual turnover is often logistically difficult to measure, self-reported turnover intentions are relatively easy to capture and a reasonably good predictor of turnover. In their meta-analytic study utilizing 178 samples from 155 studies, Tett and Meyer (1993) analyzed job satisfaction, affective organizational commitment, and turnover intentions as predictors of actual turnover. They determined that intent to quit was a better predictor of actual turnover than either job satisfaction or affective commitment. As actual turnover cannot be measured in this study, intent to quit will serve as a surrogate.

Tett and Meyer (1993) also found a positive, reciprocal relationship between job satisfaction and organizational commitment. The results of their meta-analysis indicate a slightly stronger relationship from job satisfaction to affective commitment. These results are concurrent with Lance (1991:147), who found that "Evidence strongly supported a reciprocal relationship between job satisfaction and commitment, and satisfaction appeared as a stronger cause of commitment than commitment of satisfaction."

There is also support in the literature that affective commitment and job satisfaction, although similar, are distinct work attitudes. Tett and Meyer (1993) found that job satisfaction and affective organizational commitment strongly correlated ($r = .71$) for studies using multi-item job satisfaction scales. They also found, however, that job satisfaction and affective commitment both contributed uniquely (and equally) to turnover intentions. Similar findings were reported by Lance (1991).

Taking these findings into account, the predominant paths relating job satisfaction, organizational commitment, and intent to quit are indicated in Figure 7.

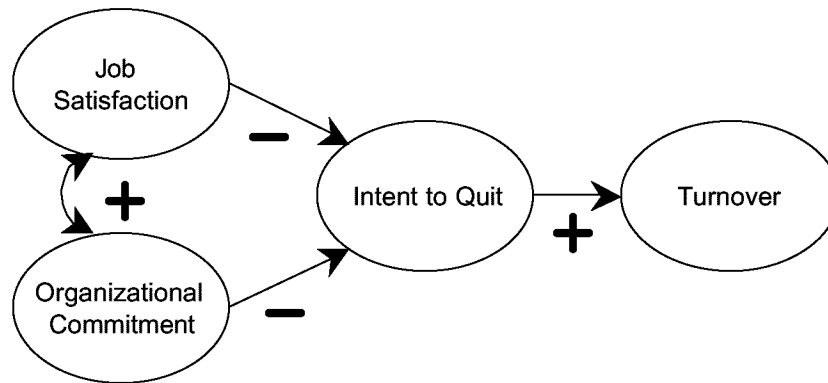


Figure 7: Turnover Prediction Model (Tett & Meyer, 1993; Lance, 1991)

Hypothesis 4: *Job satisfaction and affective organizational commitment will have a negative effect on Air Force member's intent to quit.*

Family Support

Deployment predictability is one of many possible employer support mechanisms. This study assumes that deployment predictability alone cannot alleviate the potential role conflict created when an Air Force member deploys. If predictability can potentially reduce the stresses that work causes at home, it follows that stresses created from the requirements of an airman's family role perhaps can be countered with social support from an airman's family. Social support in this context refers to the support an individual receives from family and friends in their non-work life. Research has sought to show the main effects of social support on stress and work outcomes (Etzion, 1984; Kraimer, Wayne, and Jaworski, 2001). The literature hypothesized a moderating effect (Etzion,

1984) of social support on stress to work outcome relation, as well as a direct effect (Kraimer et al., 2001) on the stress to work outcome relation. Evidence of the role of social support in reducing stress, however, is not clear in the social support literature (Carlson & Perrewe, 1999).

In a study on the stress to burnout relationship, Etzion (1984) found evidence for a positive relationship between life and work stress and burnout, a negative relationship between life and work social support and burnout, and negative correlations between life support and life stress and between work support and work stress. She also found evidence that work social support moderated the stress to burnout relationship, but only for men. Etzion (1984) did not find evidence that social support in the family domain moderated the stress to burnout relationship. Kraimer, Wayne and Jaworski (2001) examined the effects of spousal support on expatriate adjustment to a new overseas assignment and overall performance. Kraimer et al. (2001) found that spousal support did not contribute to either expatriate adjustment or expatriate performance.

Carlson and Perrewe (1999) studied the effects of work and family social support on work interference with family and family interference with work, respectively. Models with social support identified as moderating, mediating, antecedent to, and independently contributing to the inter-domain interference to stress relationship were examined. Carlson and Perrewe (1999) found that the model using family social support as antecedent to family interference with work and work social support as antecedent to work interference with family provided the best overall fit.

These findings, although differing, imply that family support may have a direct negative effect on the stress an airman encounters in the deployment process. In

particular, this study posits that airmen that experience more social support in the family domain will experience less family interference with work. While this relationship may seem intuitive, the relationship has only recently received support (Carlson & Perrewé, 1999). The social support a member receives in the work domain is not a focus of this study and is therefore not included.

Hypothesis 5: *Family social support will have a negative effect on family interference with work and a positive effect on overall life satisfaction.*

Hypothesis 5b: *Family Support will have a stronger negative effect on family interference with work for deployed personnel than for non-deployed personnel.*

Life Satisfaction

One of the three reasons the Air Force implemented the EAF deployment construct was to provide predictability to its members. The underlying assumption here, as stated above, was that predictability would lead to increased retention. Obruba (2001) identified the potential predictability-to-retention link through the intermediate constructs of job satisfaction and work-family conflict. As job satisfaction measures the employee's satisfaction with his or her day-to-day work tasks, a significant portion of predictability's effect may be left unmeasured. In other words, the effects of predictability on the employee's personal life are not necessarily captured by the job satisfaction construct. As this research effort has expanded Obruba's (2001) model, a need for an additional satisfaction construct became evident to capture the non-work increases in overall member satisfaction.

Several studies referenced in the discussion above on work and family conflict identify a type of satisfaction in addition to job satisfaction. Carlson and Perrewe (1999) used both job satisfaction as an outcome of family interference with work and non-work satisfaction as an outcome of work interference with family. Carlson and Kacmar (2000) substituted family satisfaction as an outcome of work interference with family. Both studies measured these scales with established family satisfaction scales and their samples were limited to individuals who were married and had children. This study differs in that the population of interest includes Air Force personnel who are both married and single as well as those who do or do not have children. A measure broader than family satisfaction was therefore required to adequately reflect the situation of a broader population.

The construct of life satisfaction has been researched extensively in human behavioral research, typically as a dependent, or outcome, variable (Judge, 1993; Judge & Watanabe, 1993; Adams et al., 1996; Kossek & Ozeki, 1998). Life satisfaction has been referred to as quality of life (Dissert & Deller, 2000) and subjective well-being (Chui et al., 1998). As one would assume, a variable as broad as life satisfaction has many potential antecedents. Those frequently included in the literature are job satisfaction (Chui et al., 1998, Judge & Watanabe, 1993), marital satisfaction (Chui et al., 1998), family satisfaction (Carlson & Perrewe, 1999), and stress in both the work and family domains (Adams et al., 1996).

The military has also extensively studied life satisfaction (Lakhani et al., 1985; Ozkaptan et al., 1984; Rakoff et al., 1994). The preferred term in most military studies is quality of life (QOL). A difference between the behavioral research and military surveys

reviewed is that military surveys tend to infer a causal relationship from QOL and intent to quit without empirical evidence, whereas behavioral research tends to empirically view the relationship as strictly correlational. The military has, in fact, acted upon their causal beliefs by implementing policies and actions to increase QOL for military members in the hopes of increasing retention. Recent Air Force surveys on QOL and retention tend to back this assumption, but offer no evidence of a causal relationship (USAF Careers and New Directions Survey, 2000; USAF QOL Survey, 2000).

The ambiguity as to the relationship between life satisfaction and intent to quit requires further analysis. Recent studies conducted by RAND (van Laar, 1997; Buddin, 1998) identify differences between military and civilian personnel that may provide evidence for a causal link between life satisfaction and intent to quit for military personnel. Buddin (1998) and van Laar (1997) both point out that life in the military includes stressors that are either less or nonexistent in life outside the military. These stressors include frequent relocations, deployments, and exposure to dangerous duties (battlefield). In addition, the military “controls” more aspects of its employees’ lives than civilian companies do. These aspects include housing, appearance, and physical fitness. The high level of influence the military has over its personnel’s non-work lives may create a causal link from life satisfaction to intent to quit. For the same reason, life satisfaction may also have a causal effect on affective organizational commitment.

The relationship between job and life satisfaction has also been of great interest in the behavioral research community. In their study of the job satisfaction-life satisfaction relationship, Judge and Watanabe (1993) found a positive, reciprocal relationship between job satisfaction and life satisfaction, with job satisfaction having a slightly

stronger affect on life satisfaction. Adams et al. (1996) found support for job satisfaction as an antecedent to life satisfaction, but did not analyze the reverse direction because it was not a focus of their study. This study takes the same position as the Adams et al. (1996) study; job satisfaction influences life satisfaction. While life satisfaction may indeed affect job satisfaction, it is not a focus of this study and is not investigated.

Hypothesis 6: *Life satisfaction will have a negative effect on Air Force member's intent to quit and affective commitment.*

Construct Model

Consistent with the literature reviewed above, this research effort posits that intent to quit, as a predictor for turnover, is influenced by job satisfaction, life satisfaction, and affective organizational commitment. The literature also suggests that job satisfaction, which shares a positive reciprocal relationship with organizational commitment, is influenced in a positive manner by deployment predictability and in a negative manner by family interference with work. Life satisfaction, theoretically speaking, should be affected negatively by work interference in the family domain. Life satisfaction is also hypothesized to have a negative effect on affective organizational commitment. Organizational support in the form of predictability should decrease the amount of conflict that work causes in the family domain while increasing an airman's overall job satisfaction. Likewise, social support in the family domain has the potential to reduce the amount of family interference with work and increase an Air Force member's overall life satisfaction. Pooling these theories from the literature mentioned above, the model

shown in Figure 8 was defined as the series of interactions that relate predictability to intent to stay.

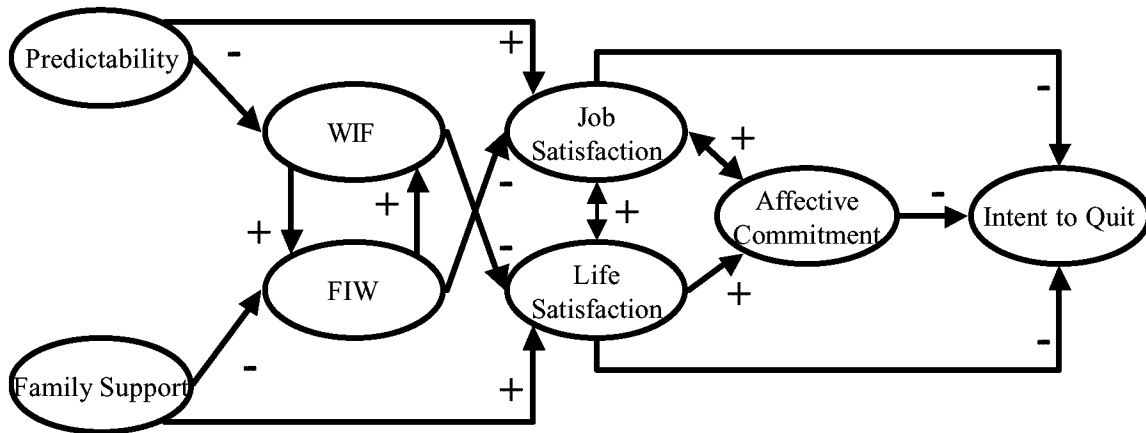


Figure 8. Proposed Construct Model

III. Methodology

This chapter describes the methods used to test the research hypotheses developed in Chapters I and II. A survey was developed to measure respondent's perceived AEF-induced predictability, family support, work-interference-with-family (WIF), family-interference-with-work (FIW), job satisfaction, life satisfaction, organizational commitment, and intent to stay in the Air Force. Potential respondents were identified as active duty Air Force personnel assigned to AEF Cycle 2 rotations 5, 6, 7, 8, 9, and 10; and AEF Cycle II rotations 1 and 2. A discussion of statistical techniques used to analyze the survey data concludes the chapter.

Sample

Random sampling is the best sampling method to achieve high internal validity (Dooley, 2001). However, in this study the researcher does not have control over the intervention (deployment) or the random assignment of personnel to the deploying or non-deploying groups. Purposive sampling is a "nonprobability sampling method that involves choosing elements with certain characteristics" (Dooley, 2001). It could be argued that sampling in the manner described above is random sampling, it may also imply that members had equal probability of assignment to either the treatment or control group. This is not the case in this study. Self-selection could occur when considering how an individual was assigned (by the Air Force) to deploy. An individual's specific absence of family members or perceived high threshold level for work-family conflict could potentially influence the Air Force to assign the individual to deploy. This would

create a pre-existing difference between groups. An individual could also influence assignment to an AEF by requesting an assignment to a unit with or without deployable positions or entering a career-field with many or few deployable positions.

The specific characteristic delineating the primary groups in this study is participation in a deployment. The population for the study is all United States active duty Air Force personnel assigned to AEF positions. However, all personnel assigned to AEF positions are not eligible to deploy during the timeframe available for survey administration. AEFs cycle 2 rotations 5, 6, 7, and 8 were selected because personnel assigned to these AEF rotations were exiting their deployment vulnerability window (post-deployment). AEF cycle 2 rotations 9 and 10, and AEF cycle 3 rotations 1 and 2 were selected because personnel assigned to these AEF rotations were entering their deployment vulnerability window (pre-deployment).

An enumeration of all Air Force personnel assigned to AEF's 5, 6, 7, 8, 9, 10, 1, and 2 was not possible as the Air Force Personnel Center's database does not track AEF assignment. Therefore, this study further reduced the sampling frame to the Lead Air Expeditionary Wings (AEW's) and Lead Mobility Wings (LMW's) for the aforementioned AEF rotations. These AEW's and LMW's support the deployed location with operational aircraft and therefore the majority of personnel deploying. A listing of AEW's and LMW's assigned to each AEF rotation and their deployment vulnerability window is shown in Table 1.

Table 1. Sample Information

Cycle	Rotation	Lead/Mobility/AEW Wing	Deployment Dates
AEF Cycle 2	5	355th WG Davis-Monthan AFB	1 June 2001 – 31 August 2001
	6	20th FW Shaw AFB	
	5/6	22nd ARW McConnell AFB	
	7	27th FW Cannon AFB	1 September 2001 – 30 November 2001
	8	28th BW Ellsworth AFB	
	7/8	319th ARW Grand Forks AFB	
	9	2nd BW Barksdale AFB	1 December 2001 – 28 February 2001
	10	1st FW Langley AFB	
	9/10	92nd ARW Fairchild AFB	
AEF Cycle 3	1	388th FW Hill AFB	1 March 2002 – 31 May 2002
	2	7th BW Dyess AFB	
	1/2	43rd AW Pope AFB	
AEW	Overlaps	366th WG Mountain Home AFB	1 August 2001 – 30 November 2001
	Overlaps	4th FW Seymour-Johnson AFB	1 December 2001 – 31 March 2002

Sample size is of particular concern in this study because Structural Equation Modeling (SEM), the statistical method used to analyze the data, requires large samples in order to accurately perform the analysis. According to Tabachnick et al. (1996), a sample size of no less than 100 per group is required to adequately apply the SEM technique. Demographic information used to delineate groups in this study includes deployment status, with dependents or without dependents status, Air Force Major Command (MAJCOM), and Air Force Specialty Code. For determination of the number of surveys to be sent out, only deployment status was considered because this was the focus of several of the hypotheses. Ensuring adequate numbers for all demographic groups was not feasible.

In order to calculate the number of surveys required to ensure adequate results, several factors were taken into account. The researcher used past experience to estimate that approximately fifty percent of the personnel assigned to a base listed in Table 1 were assigned to an AEF rotation. Based upon past web-based surveys of Air Force personnel, the researcher expected approximately 25% of the email notifications to return as “undeliverable” and a 25% response rate for those individuals that were reached (Wynn, 2002; Ogruba, 2001).

The groups the researcher was interested in comparing were split across three deployment statuses; those that have deployed within the last twelve months, those that are preparing to deploy within the next three months, and those that do not belong to the first two groups. Working backwards from the desired sample size of 200 personnel in each group, the researcher determined for a minimum of 600 responses, at least 3,200 surveys would need to be sent out. This figure more than doubled after initial responses indicated a more accurate ratio of 3:2:1 for those that had not deployed to those that had deployed to those that were about to deploy, respectively. The final response rate information is included in Table 2.

Table 2. Response Rate Information

	Number of Contacts/Responses
Initial Contact Messages	6400
Undeliverable Messages	(1560)
Delivered Messages	4840
Total Responses	1238
Response Rate	25.6%
Unusable Responses	(4)
Effective Sample Size	1234
Effective Response Rate	25.5%

As the survey instrument was a web-based survey, all selected participants were emailed the link to the web-based survey. The Air Force Personnel Center's database does not contain email addresses on the enumeration, so they were "built" using the Air Force standard Firstname.Lastname@Airforcebase.af.mil format. A copy of the email and web-based survey are included in Appendix A, Survey Package.

An enumeration of personnel assigned to the AEW and LMW for each AEF rotation was obtained in spreadsheet form and each individual was assigned a number. A random number generator was then used to identify individuals selected for survey participation. Emails were sent to the selected individuals and their responses collected into a web-server database.

Survey Instrument

A 59-item questionnaire was developed to measure perceived AEF-induced predictability, family support, work-interference-with-family (WIF), family-interference-with-work (FIW), job satisfaction, life satisfaction, organizational commitment, and intent to stay in the Air Force. A copy of the survey is included in Appendix A. Scales for these constructs were measured on a 7-point Likert-type scale where (1) was "Strongly Disagree" and (7) was "Strongly Agree." Non-work satisfaction was measured on a 3-point scale where (1) was "Completely Satisfying/Very Happy" and (3) was "Not Very Satisfying/Not Too Happy."

After the survey items were identified, a web-based version of the survey was developed. A synopsis of the proposed research and the survey were routed to the Air Force Personnel Center for approval. Upon approval, USAF Survey Control Number 01-

107 was assigned to the survey. Instructions for the survey were included on the survey itself, and information regarding privacy, purpose, length of time required, and contact information were included on the email containing the survey link.

Constructs Measured

Predictability.

As deployment predictability is essentially unique to the military, very little other literature exists and no other possible scales were identified. Predictability in this study was defined as the extent to which an Air Force member felt confident that their deployment schedule would not change. The 7-item predictability scale was adapted from Obruba (2001), which had a coefficient alpha of .91.

1. *I feel certain my AEF schedule will not change over the next 15 months.*
2. *Deployment predictability is important to me.**
3. *Since the Air Force implemented the AEF program, I can better plan events in my life.*
4. *I know when I am vulnerable for deployment under the AEF rotation system.*
5. *I understand how the AEF rotation system works.**
6. *I think the AEF rotation system is fair.*
7. *All in all, I like the AEF rotation system.*

As discussed further in Chapter IV, items 2 and 5 were removed for content reasons. The scale reliability for this study was 0.80.

Family Support.

The 9-item family support scale was originally developed by Etzion (1984). This scale was used to measure the degree and quality of the relationship between a military member and their spouse, family, and friends. Responses for items 1 – 6 were measured on a 7-point Likert scale ranging from 1 “Extremely Low Degree” to 7 “Extremely High Degree.” Responses for items 7 – 9 were also measured on a 7-point Likert scale ranging

from 1 “Very Low Quality” to 7 “Very High Quality.” Etzion originally obtained a coefficient alpha of .86. The Family Support scale reliability for this study was 0.85.

“Please indicate the degree to which you receive the following in your personal life:

- 1. Feedback from others?*
- 2. Appreciation?*
- 3. Opportunity to “take time off” when needed?*
- 4. Sharing of duties?*
- 5. Sharing of responsibilities?*
- 6. Emotional support?*

“Please indicate the quality of the relationship you have with the following person or groups of persons:”

- 7. Spouse*
- 8. Family*
- 9. Friends*

Work-interference-with-family (WIF).

A 7-item scale was developed based upon the work-family conflict scale developed by Stephens and Sommer (1996) and the WIF scale employed by Gutek, Searle, and Klepa (1991). The Stephens and Sommer (1996) 14-item scale was designed to measure time, strain, and behavior domains of work-family conflict. As this researcher is interested in dividing the work-family conflict construct into the WIF and FIW domains rather than the time, strain and behavior domains, further revision was required. The Gutek et al (1991) 4-item scale ($\alpha = .81$) was designed to measure the amount of conflict work caused in an individual's family life. In this study, work is considered to be requirements set forth by the Air Force. For deploying personnel, this would include deployments. For personnel that have not deployed, this would include day-to-day activities. Items 2 and 7 were adapted from the Gutek et al. (1991) WIF scale, with the

balance of the items taken from the Stephens and Sommer (1996) scale. The final scale items were reworded in order to more accurately reflect the Air Force culture and deployments. An example of such a change is in Items 4 and 5 below, where “The possibility of Air Force deployments” was substituted for “My work.”

1. *Air Force deployments keep me away from my family more than I would like.*
2. *Deploying as part of my Air Force career is compatible with my personal life.*
3. *I often feel the strain of trying to balance my responsibilities to the Air Force and my family.*
4. *The possibility of Air Force deployments causes me to be irritable with my family.*
5. *The possibility of Air Force deployments does not interfere with my personal life.*
6. *The tension of balancing Air Force deployments and personal responsibilities causes me to feel emotionally drained.*
7. *My supervisor and peers at work dislike how preoccupied I am with my personal life.*

Item 7 was later removed from the scale for content purposes as discussed in Chapter IV. The resulting 6-item WIF scale reliability for this study was 0.83.

Family-interference-with-work (FIW).

The 7-item FIW scale was adapted from the 4-item Gutek et al. (1991) FIW scale ($\alpha = .79$). This scale was designed to measure the amount of conflict an individual's family caused in their work life. Items 1 – 5 were created based upon the characteristics of the Gutek et al. (1991) items in order to better address “family interference with deployments” as opposed to family interference with an Air Force member's day-to-day job. Item 6 was taken verbatim from the Gutek et al. (1991) scale and item 7 simply adds the words “Air Force” from the original. The FIW scale reliability was .73.

1. *My family responsibilities make me not want to deploy.*
2. *My family depends on me too much for me to deploy for the Air Force.*
3. *My family dislikes the possibility of me deploying for the Air Force.*
4. *My family understands my responsibilities to the Air Force.*
5. *My family accepts the possibility of me deploying for the Air Force.*
6. *My personal life takes up time that I'd like to spend at work.*
7. *My personal demands are so great that it takes away from my Air Force work.*

Job Satisfaction.

A 3-item scale was used as adapted by Obruba (2001). Obruba (2001) obtained the scale from the Michigan Organizational Assessment Questionnaire (MOAQ), originally designed by Camman, Fichman, Jenkins, and Klesh (1983). Obruba (2001) obtained a coefficient alpha of .82 and Camman et al. (1983) obtained a coefficient alpha of .77.

1. *All in all, I am satisfied with my job.*
2. *In general, I do not like my job.*
3. *In general, I like working for the Air Force.*

The initial scale reliability for job satisfaction was .80. Item 3 above was later removed for content purposes as discussed in Chapter IV. The resulting 2-item coefficient alpha was .82.

Life Satisfaction.

The life satisfaction construct was measured using a 2-item global life satisfaction scale used by Quinn and Staines (1979) in The 1977 Quality of Employment Survey. A 3-point Likert scale was used to measure how satisfied and happy an individual is with their life. The questions and their scales are listed below. The coefficient alpha for this scale was 0.83, which is consistent with the results reported by Chui et al. (1998), who received a coefficient alpha of 0.78.

1. *“In general, how satisfying do you find the ways you’re spending your life these days? Would you call it completely satisfying, pretty satisfying, or not very satisfying?”*

Completely satisfying
Pretty satisfying
Not very satisfying

2. *“Taking all things together, how would you say things are these days? Would you say you’re very happy, pretty happy, or not too happy these days?”*

Very happy

Pretty happy

Not too happy

Affective Commitment.

A 6-item scale developed by Meyer, Allen, and Smith (1993) was used to measure an individual’s affective organizational commitment. This research is concerned with affective commitment because the EAF was, in part, created to enhance Air Force members’ lives through improved predictability. It follows that a desired side affect of this improved predictability would be an increase in affective commitment and retention overall. The Meyers et al. (1993) scale reported a coefficient alpha of 0.85, and this study achieved a reliability of 0.85. The words “Air Force” were substituted in each item as recommended by Meyers et al. (1993).

1. *I would be very happy to spend the rest of my career with the Air Force.*
2. *I really feel as if the Air Force’s problems are my own.*
3. *I do not feel a strong sense of belonging to the Air Force.*
4. *I do not feel emotionally attached to the Air Force.*
5. *I do not feel like a part of the Air Force family.*
6. *The Air Force has a great deal of personal meaning to me.*

Intent to Quit.

The 5-item intent to quit in the Air Force was adapted from Obruba (2001), which was originally adapted from Wayne, Shore and Liden (1997). Obruba (2001) changed the Wayne et al. (1997) scale, which measured intent to quit, by reverse coding the entire scale and adapting it to fit the nuances of the Air Force culture. The coefficient alpha for the Obruba (2001) scale was .87 and .89 for the Wayne et al. (1997) study. This study

further adapted the Ovruba (2001) scale to better reflect the realities in Air Force life. For instance, the Ovruba (2001) scale item that reads “As soon as I can find a better job, I’ll leave the Air Force.” was changed to “I will leave the Air Force as soon as I am able to separate.” This change reflects the reality that an Air Force member cannot simply leave because they find a better job. Enlistments and active duty service commitments prevent Air Force personnel from leaving military service prior to an approved separation. The intent to quit scale reliability was .88.

1. *I am actively looking for a job outside the Air Force.*
2. *I am seriously thinking about separating from the Air Force at my first opportunity.*
3. *I often think about quitting my job with the Air Force.*
4. *I think I will still be working for the Air Force 5 years from now.*
5. *I will leave the Air Force as soon as I am able to separate.*

Statistics

A factor analysis and descriptive statistics was performed on all construct scales to verify data validity and is reported in Chapter IV. In order to answer the research questions stated in Chapter I and test the hypotheses posited in Chapter II, this study employed structural equation modeling (SEM) and multi-group SEM. A discussion on SEM and multi-group SEM is provided below.

Structural Equation Modeling

A basic assumption of SEM is that the measures behave normally. Descriptive statistic tests will be performed on all construct scales to test for normality. The primary input for SEM analysis is the covariance matrix. In SEM, a hypothesized covariance matrix is compared to the covariance matrix provided by the data. When comparing the hypothesized covariance matrix to the actual covariance matrix, a smaller difference

indicates a better fit for the hypothesized model. Four types of Goodness of Fit Indices are used to evaluate different aspects of model fit and are discussed further.

Goodness of Fit Indices

Goodness of Fit Indices (GFIs) fall into three categories: absolute fit, parsimonious fit, and relative fit. The measures used to determine absolute fit include the Chi-square statistic (χ^2) and the Standardized Root Mean-Square Residual (Std RMR). The Chi-square test provides a formal statistical test of the null hypothesis that perfect model fit exists in the data. The number of hypothesized relationships, or paths, in the model provides the degrees of freedom for the Chi-square statistic. If the Chi-square statistic is significant (e.g., $p < .05$), perfect model fit does not exist within the data. If the Chi-square statistic is non-significant, the null hypothesis is accepted and perfect model fit is assumed. A problem can occur, however, with the chi-square statistic because of its dependence on sample size. If the sample size is extremely large, it is nearly impossible to achieve a non-significant chi-square value and will almost always lead to model rejection (Jaccard & Wan, 1996).

Two other measures of absolute fit are used to help account for this potential problem. The standardized root mean-square residual (Std RMR) statistic is a measure of the average discrepancy between the observed and predicted correlations. The smaller the Std RMR value, the less the deviation from predicted to observed correlations, and the better the overall model fit. The accepted maximum Std RMR value is 0.05. The final measure of absolute fit is the Goodness-of-fit-index (GFI). The GFI compares the hypothesized model fit to that of a totally unspecified model where all parameters are 0.

Values for the GFI range from 0 to 1, with values of below 0.9 indicating questionable fit.

The second class of fit indices includes a penalty for lack of parsimony during model specification. The root mean square error of approximation (RMSEA) is the preferred measure for this study. Jaccard and Wan (1996) suggest that a RMSEA value less than 0.08 indicates adequate model fit and a value less than 0.05 indicates good model fit. A test of “close fit” will also be used in this class of index which tests the hypothesis that the $RMSEA < 0.05$. If the associated p-value is non-significant ($p > .05$), then close fit is assumed.

The third class of fit indices measures the hypothesized model against a “null model,” or one that assumes no correlations between the observed variables. The measure of fit for this class is the Comparative fit index (CFI). Values for the CFI range from 0 to 1, with one indicating the best model fit. Jaccard and Wan (1996) suggest that a CFI of greater than 0.9 indicates good model fit.

All three classes of indices will be employed to determine good fit in this analysis. Overall model fit will be determined based upon meeting the majority of the minimum criteria for the indices described above.

Multi-Group Structural Equation Modeling

Multiple-group SEM is the primary method used in this study to determine if differences exist between sub-groups within the sample. It is most often used to test whether an objective measure moderates the relationship between two variables. As discussed by Jaccard and Wan (1997), multiple-group SEM involves two aspects. The researcher must first validate the theoretical model for the entire collection of groups.

Then, and only then, the researcher can proceed to look for differences between groups.

Differences between groups are identified by applying the SEM technique on two separate groups and comparing the fit indices for each. If a statistically significant difference is found between fit indices, a difference exists between the two groups.

IV. Analysis

In this chapter the researcher analyzed the data provided via the web-based survey in order to test the hypotheses generated in Chapter II. Before the hypotheses can be tested, however, a factor analysis and descriptive statistical analysis must be performed to ensure soundness of the data structure. A factor analysis was performed on all independent variable items and was used to make modifications to the scales. After the scales were adjusted and several items deleted from the analysis, descriptive statistics were analyzed. Structural equation modeling analysis was then performed on the overall sample to verify how well the hypothesized model fit the data. Once an optimal model fit was achieved for the entire sample, the best fit-model was applied to several sub-groups and differences between groups were analyzed.

Analysis of Measures

A general factor analysis was performed on all independent variables. A principle axis factor analysis was conducted using a direct oblimin rotation to account for correlations between factors. Nine factors emerged selecting factors with eigenvalues greater than 1. Table 3 displays the initial factor loadings. Upon initial inspection, four items displayed significant cross-loading. A closer analysis of the individual scales and items indicated problems with item content for PRED_2, PRED_5, JS_3 and WIF_7.

Item PRED_2 asked the respondent to identify the level of agreement with the statement “Deployment predictability is important to me.” Not surprisingly, the mean score for all respondents was over 6 and the item variance was 1.2, implying that all

respondents considered deployment predictability as extremely important. This does not, however, aid in measuring the overall predictability level the individual perceives. It was therefore decided to eliminate this item from the analysis. In similar fashion, Item PRED_5 asked respondents level, or degree, of agreement with the statement “I understand how the AEF system works.” Again, the content of the question is not focused at whether or not the member perceives the Air Force as providing predictability, but if the member understands the program that is supposed to increase predictability. Item PRED_5 was also eliminated from the analysis. Item PRED_1 indicated a marginal loading on the predictability factor. Item PRED_1, which asks level of agreement with the statement “I feel certain my AEF schedule will not change over the next 15 months,” is ideal for measuring the predictability construct and it remained in the scale.

Item JS_3 in the job satisfaction scale loaded primarily on the organizational commitment scale. Item JS_3 asks respondents for their level of agreement with the statement “In general, I like working for the Air Force.” As the Air Force is the individual member’s organization, the effect measured by this item more closely relates to the organization than the member’s job. Due to the poor content of this question, the item was removed from the analysis.

Item WIF_7 in the work interference with family scale did not load on the WIF factor and loaded marginally on the family interference with work scale. Closer inspection of this item also revealed poor content for its designated scale. Item WIF_7 asks respondents level of agreement with the statement “My supervisor and peers at work dislike how preoccupied I am with my personal life.” This item may imply to

respondents that the family is the cause of interference at work, and the item was removed from the analysis.

Table 3. Initial Factor Analysis Loading

Item / Survey Question Number	Factor								
	1	2	3	4	5	6	7	8	9
PRED_1 / 6				.393					
PRED_2 / 7			.313						
PRED_3 / 8				.732					
PRED_4 / 9				.616					
PRED_5 / 10				.366					
PRED_6 / 11				.761					
PRED_7 / 12				.770					
JS_1 / 18						.627			
JS_2 / 19						.522			
JS_3 / 20	.584								
OC_1 / 21	.478								
OC_2 / 22	.488								
OC_3 / 23	.766								
OC_4 / 24	.856								
OC_5 / 25	.834								
OC_6 / 26	.653								
WIF_1 / 27			.550						
WIF_2 / 28									.355
WIF_3 / 29			.573						
WIF_4 / 30			.564						
WIF_5 / 31			.595						
WIF_6 / 32			.547						
WIF_7 / 33							.393		
FIW_1 / 34									.627
FIW_2 / 35									.584
FIW_3 / 36									.499
FIW_4 / 37								.702	
FIW_5 / 38								.789	
FIW_6 / 39							.617		
FIW_7 / 40							.684		
FS_1 / 41		.535							
FS_2 / 42		.669							
FS_3 / 43		.593							
FS_4 / 44		.932							
FS_5 / 45		.923							
FS_6 / 46		.774							
FS_7 / 47					-.596				
FS_8 / 48					-.759				
FS_9 / 49					-.507				
LS_1 / 100						-.549			
LS_2 / 201						-.601			

Questions located in Appendix A: Survey Package
Direct Oblimin, Principal Axis rotation
Absolute Values < 0.3 were suppressed for clarity

The items mentioned above were each removed, one at a time, and the factor analysis was reiterated with the adjusted scale items. The resulting pattern matrix is shown in Table 4.

Table 4: Final Factor Analysis Loading

Item / Survey Question Number	Factor								
	1	2	3	4	5	6	7	8	9
PRED_1 / 6				.398					
PRED_3 / 8				.753					
PRED_4 / 9				.598					
PRED_6 / 11				.768					
PRED_7 / 12				.792					
JS_1 / 18								-.714	
JS_2 / 19								-.603	
OC_1 / 21	.425								
OC_2 / 22	.475								
OC_3 / 23	.767								
OC_4 / 24	.858								
OC_5 / 25	.841								
OC_6 / 26	.623								
WIF_1 / 27			.538						
WIF_2 / 28									.362
WIF_3 / 29			.594						
WIF_4 / 30			.600						
WIF_5 / 31			.601						
WIF_6 / 32			.585						
FIW_1 / 34									.629
FIW_2 / 35									.579
FIW_3 / 36									.514
FIW_4 / 37						.676			
FIW_5 / 38						.771			
FIW_6 / 39							.668		
FIW_7 / 40							.645		
FS_1 / 41		.540							
FS_2 / 42		.675							
FS_3 / 43		.573							
FS_4 / 44		.928							
FS_5 / 45		.922							
FS_6 / 46		.770							
FS_7 / 47					.596				
FS_8 / 48					.744				
FS_9 / 49					.513				
LS_1 / 100					.467			-.404	
LS_2 / 201					.429			-.461	

Questions located in Appendix A: Survey Package
Direct Oblimin, Principal Axis rotation
Absolute Values < 0.3 were suppressed for clarity

While this revised factor analysis improves the factor breakout, the life satisfaction items LS_1 and LS_2 cross-loaded evenly across Factors 5 and 8. Life satisfaction has been shown to have a high positive correlation with both family support and job satisfaction (Adams et al., 1996), but this could be problematic. The negative loadings for life satisfaction are not suspect in this case because the job satisfaction items also load negatively on Factor 8. Additionally, FIW split across 3 factors (6, 7, and 9). Examination of the FIW scale items indicates difference in content that is consistent with the split between factors. The study from which these items were adapted (Guttek et al., 1991) did not include data on their factor analysis. With no support available in the literature for these potential problems, it was decided to deem the construct scale items valid and continue with the analysis. These possible limitations are discussed further in Chapter V.

Descriptive Statistics

Based upon the results of the factor analysis, scale scores were computed by averaging the individual items within each scale. The descriptive statistics provided for each scale include sample size, mean, standard deviation, skewness and kurtosis. These statistics are provided in Table 5. All scale statistics provided were taken after the four items were removed following the factor analysis described above.

Table 5: Descriptive Statistics

Scale	No. of		Mean	SD	Skewness	Kurtosis
	Items	N				
Predictability (PRED) ¹	5	1231	4.33	1.30	-0.32	-0.22
Family Support (FS) ²	9	1230	4.86	1.06	-0.32	-0.02
Work Interference with Family (WIF) ¹	6	1232	4.06	1.27	0.01	-0.11
Family Interference with Work (FIW) ¹	7	1232	2.95	0.95	0.07	-0.17
Job Satisfaction (JS) ¹	2	1232	5.06	1.59	-0.76	-0.17
Affective Organizational Commitment (OC) ¹	6	1233	4.89	1.30	-0.50	-0.07
Life Satisfaction (LS) ³	2	1145	2.00	0.54	-0.01	-0.10
Intent to Quit (IQ) ¹	5	1233	3.65	1.80	0.209	-1.01
¹ Scale used a 1-7 Likert-type scale where 1 = “Strongly Disagree” and 7 = “Strongly Agree”						
² Scale used a 1-7 Likert-type scale where 1 = “Very Low Degree of Support” or “Extremely Low Quality Relationship” and 7 = “Very High Degree of Support” or “Extremely High Quality Relationship”						
³ Scale used a 1-3 scale where 1 = “Very Satisfying” or “Very Happy” and 3 = “Not Very Satisfying” or “Not Very Happy”						

Table 6 provides inter-item correlations between variables, with missing values excluded listwise. The variable intercorrelations are consistent with those found in past research, and indicate that all variables are interrelated to some extent. Relatively high positive correlations were found between job satisfaction and organizational commitment ($r = .504$), job and life satisfaction ($r = .392$), WIF and FIW ($r = .598$), WIF and intent to quit ($r = .350$), and family support and life satisfaction ($r = .376$). Relatively strong negative correlations were found between predictability and WIF ($r = -.348$), FIW and affective organizational commitment ($r = -.385$), job satisfaction and intent to quit ($r = -.440$), life satisfaction and intent to quit ($r = -.342$), and affective organizational commitment and intent to quit ($r = -.531$). All correlations were significant at the $p < .001$

level. The direction of the correlations (e.g, positive or negative) support the relationships identified in the hypothesized model.

Table 6. Variable Correlations

Indicator	1	2	3	4	5	6	7	8
1. Predictability	(.80)							
2. Family Support	.167	(.85)						
3. Work Interference with Family	-.348	-.183	(.83)					
4. Family Interference with Work	-.206	-.192	.598	(.73)				
5. Job Satisfaction	.251	.252	-.280	-.299	(.82)			
6. Life Satisfaction	.237	.376	-.257	-.233	.392	(.84)		
7. Affective Org. Commitment	.263	.231	-.321	-.385	.504	.353	(.85)	
8. Intent to Quit	-.233	-.202	.350	.314	-.440	-.342	-.531	(.88)
Reliabilities shown along diagonal. Excluded missing values listwise, N=1140								
All correlations were significant at $p < 0.001$								

Demographics were collected on all respondents in order to determine how well the sample fit the Air Force demographics. Table 7 shows demographics broken down by AEF status, marital status, rank (officer or enlisted), and gender. Sample statistics for married versus single groups and officer versus enlisted groups show fair representation of the Air Force population. The statistics for those assigned to an AEF versus those not assigned to an AEF appear to be skewed towards those assigned to the AEF. Upon closer inspection, however, the survey question used to delineate groups was inaccurate in that it left out a choice for those assigned to an Air Expeditionary Wing. Several respondents identified this error in their survey comments. It should also be noted that the Air Force does not keep statistics on number of personnel assigned to an AEF, and therefore the population statistics are estimates only. A sample skew towards females may also exist, but because nearly 30% of the respondents failed to answer this question, it is unclear

whether a skew exists when compared to the Air Force population. Although this demographic is not used for comparisons between groups, it should be noted if the data is used in future studies.

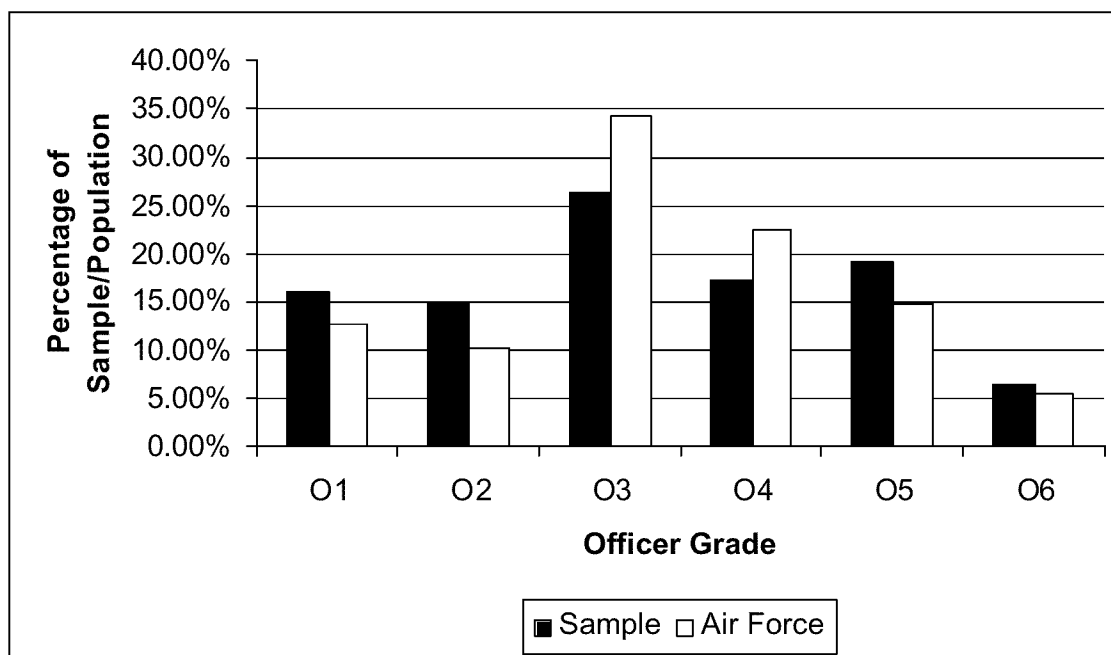
Table 7. Demographic Comparison of Sample to Population

	Demographic			
	AEF	Non-AEF	Unknown	Total
Number	650	394	190	1234
Sample	52.7%	31.9%	15.4%	
Air Force*	66.7%**	33.3%**		
	Married	Single	Unknown	Total
Number	863	352	19	1234
Sample	69.93%	28.54%	1.53%	
Air Force*	60%	40%		
	Officer	Enlisted	Unknown	Total
Number	155	1079	0	1234
Sample	12.6%	87.4%		
Air Force*	19.4%	80.6%		
	Male	Female	Unknown	Total
Number	699	172	363	1234
Sample	56.65%	13.94%	29.41%	
Air Force*	81%	19%		

*As of 30 Sep 01 (Air Force News Agency, 2002)

**Estimated

Obruba (2001) found a significant skew towards officers in his study. Although the preliminary comparison between officers and enlisted in the sample versus those in the Air Force population appear more favorable in this study, a closer analysis is warranted. Figures 9 and 10 compare individual ranks for both officers and enlisted. As shown in Figure 9, the distribution of officer grades in the sample is somewhat representative of the overall Air Force population.

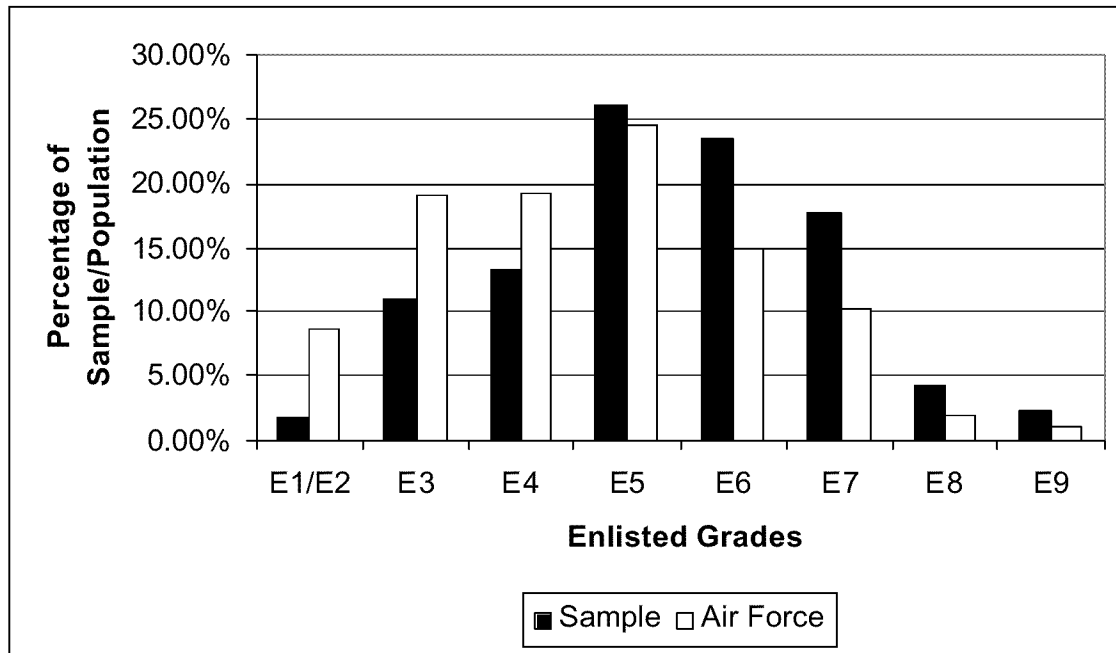


Note: Air Force Grades increase from O-1 to O-6

Figure 9. Sample and Air Force Officer Grade Demographics

The enlisted rank distributions, shown in Figure 10, do not align as well. A skew towards higher enlisted ranks exists within the sample. This effect is more than likely due to limited access by junior ranking personnel to the survey because of the nature of their job. Senior ranking enlisted personnel are more frequently performing management duties in an office environment near a computer than junior ranking enlisted personnel, who perform duties away from an office (e.g., performing aircraft maintenance or fixing a utility system). The skewed sample in this case, although not indicative of the Air Force population, may in fact be more in line with personnel that deploy. Enlisted personnel in the grades of E-1 and E-2 do not deploy very often because they lack experience and are in training, which excludes them from the population of interest.

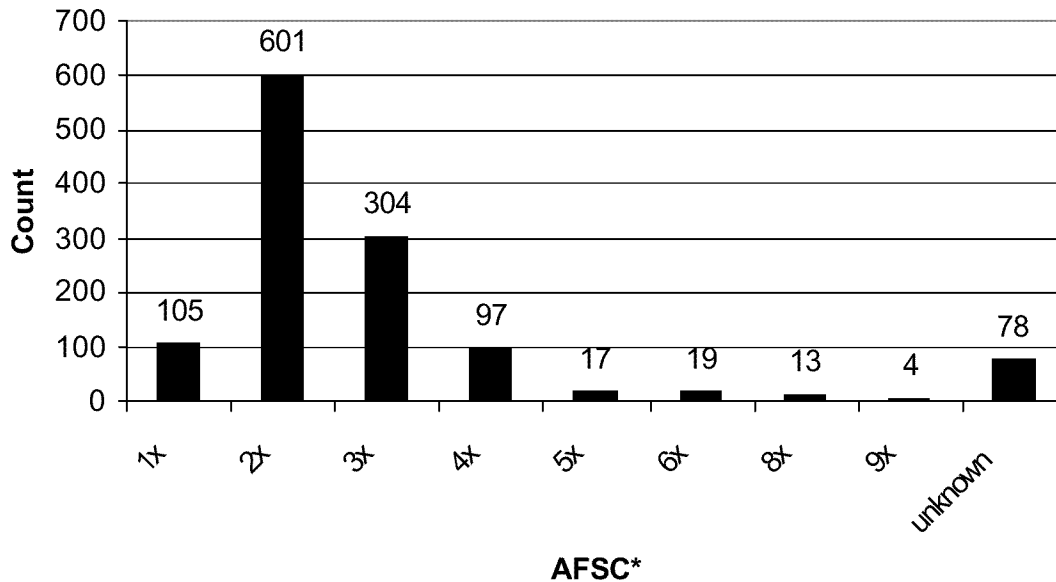
Problems may exist in representation for the grades of E-3 and E-4, however, and this will be discussed further in Chapter V.



Note: Enlisted Grades increase from E-1 to E-9

Figure 10. Sample and Air Force Enlisted Grade Demographics

Demographics were collected for Air Force Specialty Code (AFSC), or the career-field of Air Force personnel. Figure 11 displays the sample demographic for AFSC. Although exact AFSC statistics for the Air Force population were not available, the largest Air Force career-field is the “2x,” or Logistics, career-field (n = 601). The second largest career field in the Air Force is the “3x,” or Support, career-field, which is the second largest AFSC group in the sample (n = 304).

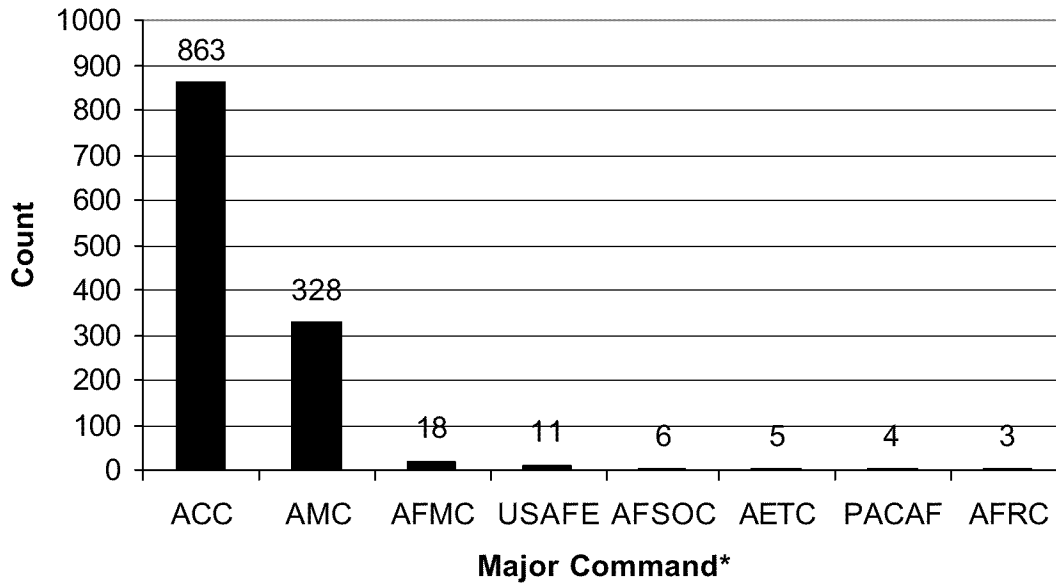


* AFSC (Air Force Specialty Code), 1x=Operations, 2x=Logistics, 3x=Support, 4x=Medical, 5x=Support, 6x=Acquisition

Figure 11. Sample Air Force Specialty Code Demographics

Demographics were also collected for Air Force Major Command (MAJCOM) and are shown in Figure 12. Major Commands are the largest subunits of the Air Force and are divided across mission areas. For instance, Air Mobility Command (AMC) performs the aircraft refueling, cargo, and personnel transport portion of the Air Force mission. Air Combat Command (ACC) is responsible for combat portion of the Air Force missions and owns the majority of the Air Force's fighter and bomber aircraft. The majority of personnel assigned to the AEF are assigned to either ACC or AMC and were primary targets for inclusion in this study. This helps to explain the strong representation for both ACC and AMC, while other commands were barely represented at all. While under-representation of personnel not assigned to the AEF may seem likely, this is not

the case. Table 7 indicated 650 (52%) of the total 1234 respondents reported assignment to the AEF.



* Air Force Major Command: ACC=Air Combat Command, AMC=Air Mobility Command, AFMC=Air Force Materiel Command, USAFE=United States Air Forces in Europe, AFSOC=Air Force Special Operations Command, AETC=Air Education and Training Command, PACAF=Pacific Air Forces, AFRC=Air Force Reserve Command

Figure 12. Sample Major Command Demographics

Analysis of Research Questions and Associated Hypotheses

Once the data for each scale proved valid and reliable in the factor analysis and descriptive analysis above, the research questions and hypotheses were analyzed. Each research question and associated hypotheses is examined below.

1. Is predictability important to Air Force personnel's decision to leave the Air Force?

In order to answer this research question, a hypothesis was generated based upon the literature. In concurrence with Obruba's (2001) findings, the hypothesis concerning predictability's affect on intent to quit does not posit a direct affect, but rather an indirect

affect through the intermediary constructs of work interference with family and job satisfaction. With this in mind, the following hypothesis will be tested using structural equation modeling and the LISREL version 8 software program.

Hypothesis 1: *Predictability, as an organizational support mechanism, will have a negative effect on work interference with family and a positive effect on overall job satisfaction.*

In order to test Hypothesis 1, the model displayed in Figure 8 was subjected to LISREL analysis using the sample data. All valid responses with missing cases excluded listwise (N=1140) were used in this initial analysis and a covariance matrix consisting of all model constructs was input into LISREL. The model fit statistics, shown in Table 8, varied in their support for overall model fit. The χ^2 for the hypothesized model was significant at 200.01 with 15 degrees of freedom ($p < .001$). The Std RMR was .089, failing to achieve the acceptable fit criteria of less than .05. Likewise, the RMSEA for the hypothesized model was .10, which fails to achieve the acceptable fit criteria of less than 0.08. The GFI (.96) and the CFI (.92) statistics were the only fit tests that met the acceptable fit criteria for the hypothesized model.

Hypothesis 1 cannot be tested unless a model with at least acceptable fit is identified. LISREL output contains modification indices, which suggest changes to the hypothesized model in order to better fit the model structure identified in the data. The researcher must be careful at this point to only consider paths that make theoretical sense and not add paths simply to improve fit. Through several iterations of adding paths that could be theoretically justified, a model with acceptable fit was found. The paths added

in each iteration, the resultant model, and the goodness of fit test results are shown in Table 8 below.

The first path suggested by LISREL was a path leading from family interference with work to affective commitment. Although a direct path from FIW to affective commitment has not been identified and tested in the literature, the researcher deemed the path as theoretically possible. FIW has been shown to have direct negative effects on an individual's level of job satisfaction (Carlson & Perrewé, 1999). As both job satisfaction and affective commitment are closely related, it seems possible that an individual's family could have direct negative effects on affective commitment in a way that is analogous to the relationship that has been observed with job satisfaction. A path between FIW and affective commitment was therefore added to the hypothesized model and the results are shown in Table 8. Although all measures of fit improved in this model, only the GFI (.97) and the CFI (.95) met the criteria for acceptable fit.

A statistically significant improvement in model fit is determined by taking the difference between the model χ^2 and degrees of freedom. If the χ^2 difference proves statistically significant for the degrees of freedom difference, the additional path is considered a statistically significant improvement. The addition of the path from FIW to affective commitment yield a χ^2 difference of 67.14 with 1 degree of freedom difference ($p < .001$).

A third iteration was completed, this time adding a correlational path between family support and predictability. Before correlating these two variables, however, a justification was required. As little to no research has been accomplished on predictability as a construct, the literature offers no support here. However, it again

seems likely that the amount of predictability provided by the organization would be related to the amount of support a family is willing to provide the individual.

Furthermore, it would be expected that the relationship between the two constructs would be positive, as one would expect family support to increase with an increased amount of predictability from the organization. The researcher must consider the possibility that the relationship is causal and perhaps not correlational. A causal relationship from family support to predictability does not seem theoretically feasible. However, it would appear that predictability could have a direct effect on the level of family support. The researcher decided against this, however, because there appears to be more to the relationship than predictability affecting family support. The researcher posits that an existing high level of support from the family would decrease the amount of predictability an individual requires from the organization. Due to the ambiguity involved with a potentially causal relationship, the researcher decided to pursue the correlation.

The third iteration model included the correlation between predictability and family support and yielded support for acceptable model fit. The χ^2 (92.89, df=13) was again significant indicating poor model fit, but this can most likely be attributed to the large sample size. The Std RMR (.048), another measure of absolute fit, met acceptable fit criteria. The RMSEA (.073) indicated an acceptable, but not good, fit. The GFI for this model was .98 and the CFI was .96, both well exceeding their criteria for good model fit. The χ^2 difference between Model 3 and Model 2 was 39.98 with one degree of freedom difference ($p < .001$), indicating a statistically significant model improvement.

While additional iterations were feasible, the majority of the fit indices indicated either acceptable to good model fit. It was therefore decided to utilize the third iteration model as the best-fit model against which the hypothesis will be tested. This model achieves the best overall fit while remaining somewhat parsimonious. A more detailed diagram of Model 3 with its unstandardized and standardized path coefficients is shown in Figure 13.

LISREL provides both unstandardized and standardized path coefficients for the relationships between latent constructs specified in the model. The path coefficients are useful in determining the influence one construct has on another, relative to other constructs in the model. For every change of one unit in the influencing construct, the influenced construct will change by the path coefficient. Both the influencing and influenced constructs can vary within their specified ranges (1-7 for all but life satisfaction, which ranged from 1 to 3). The standardized coefficients adjust for the differences in scales. LISREL also provides error measures for the latent constructs and the measured variables. These values were omitted from Figure 13 for clarity.

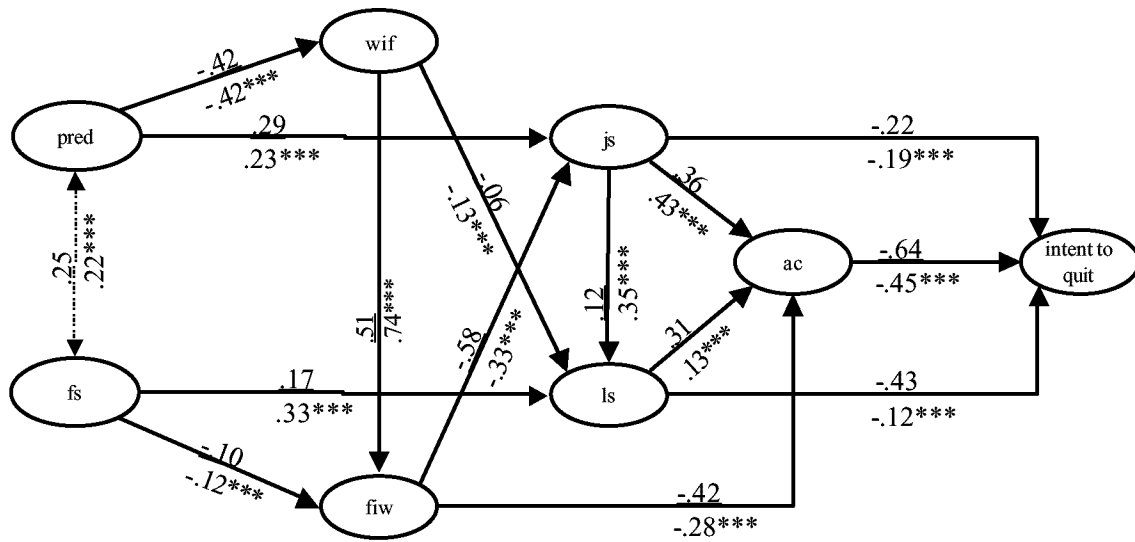
Table 8. Confirmatory Structural Equation Model Statistic Summary

Model Diagram	Degrees of Freedom	Chi-Square (χ^2) [significance]	Std RMR	RMSEA [signif.]	GFI	CFI
1. Hypothesized Model*						
	15	200.01 [.000]	.089	.10 [.000]	.96**	.92**
2. Added path FI to AC (difference from Model 1)	1	67.14***				
	14	132.87 [.000]	.076	.085 [.000]	.97**	.95**
3. Correlated FS and P (difference from Model 2)	1	39.98***				
	13	92.89 [.000]	.048**	.073** [.003]	.98**	.96**
Criteria for Acceptable Fit	N/A	[x] > .05	< .05	< .08	> .90	> .90

* P=Predictability, FS=Family Support, W=Work interference with family, FI=Family interference with work, J=Job Satisfaction, L=Life Satisfaction, AC=Affective Commitment, IQ=Intent to quit

** Indicates acceptable fit criteria met

***Model fit differences were determined by taking difference between χ^2 and degrees of freedom; if the χ^2 difference was significant for the degrees of freedom difference, model fit was significantly different



Number above arrows indicates unstandardized path coefficient
 Number below arrow indicates standardized path coefficient
 Dashed line indicates correlation *** Significant at the $p < .001$ level (two-tailed)

Figure 13. Path Analysis Model - Impact of Predictability on Intent to Quit

While a direct relationship between predictability and intent to quit was not hypothesized, the relationship was tested in LISREL using the original hypothesized model. The resulting path was initially found to be statistically significant, but the path coefficient ($-.07$, $p < .05$) was very weak compared to all other paths in the model. With addition of any other path in the model, this path became non-significant. Furthermore, the addition of this weak path explained no additional variance in the outcome variable intent to quit and worsened the RMSEA test of fit, which penalizes for adding paths that do not contribute to model fit. This path was therefore not included in the model.

As Figure 13 indicates, predictability does directly affect both job satisfaction and work interference with family. Predictability has a strong negative affect on work interference with family, suggesting that Air Force members with higher levels of predictability in their lives experience substantially less work interference with family

than those with lower levels of predictability in their lives. Predictability also has a moderate positive affect on job satisfaction itself. This indicates that Air Force members with higher levels of predictability in their lives are likely to enjoy their jobs more than those with lower levels of predictability. In response to the research question, predictability appears to affect both the work and family domains of Air Force members, and have an indirect, negative effect on their decision to leave the Air Force. **The finding supports the hypothesis.**

2. How do Air Force personnel perceive work interfering with their family life? How does this affect their level of life satisfaction?

In order to answer this research question, a hypothesis was generated from the literature. The LISREL analysis and the results shown in Figure 13 allow us to now test the following hypothesis regarding work interference with family:

Hypothesis 2: *Work interference with family will have a negative effect on Air Force member's overall life satisfaction.*

The results of the descriptive statistics analysis in Table 8 indicate that Air Force members perceive a moderate amount of work interference with family, with the mean score of 4.06 (SD = 1.27).

The LISREL analysis indicated that one of the studied constructs affected WIF, while WIF affected two of the studied constructs. The path coefficient from WIF to life satisfaction was $-.13$ ($p < .001$), indicating WIF has a moderate to low impact on Air Force member's level of life satisfaction. By far the largest impact WIF contributes to the model is the very strong positive effect on family interference with work. It would

appear that as the member perceives work interfering more with the family domain, the member also perceives an increase in the amount his or her family interferes with the work domain. These findings are consistent with the literature. **This finding supports the hypothesis.**

3. How do Air Force personnel perceive their family interfering with their Air Force responsibilities? How does the level of experienced family interference with work affect member's job satisfaction?

In order to answer this research question, a hypothesis was generated from the literature. The LISREL analysis and the results shown in Figure 13 allow us to now test the following hypothesis regarding family interference with work:

Hypothesis 3: Family interference with work will have a negative effect on Air Force member's job satisfaction.

The results of the descriptive statistics analysis in Table 8 indicate that Air Force members perceive a low to moderate amount of family interference with work, with the mean score of 2.95 (SD = 0.95).

The LISREL analysis indicated that two of the studied constructs affected FIW, while FIW in turn affected two of the studied constructs. Family support had a relatively small negative affect (-.12, $p < .001$) on FIW and WIF has a strong positive affect (.74, $p < .001$) on Air Force member's perceived level of FIW. In turn, FIW had a moderate to strong negative affect on Air Force member's levels of job satisfaction (-.33, $p < .001$) and their affective organizational commitment (-.28, $p < .001$). **This finding supports the hypothesis.**

Hypotheses 4, 5, and 6 were generated from the literature in order to support the researcher's model and tie the predictability construct to the outcome variable intent to quit. These hypotheses were also tested using the LISREL analysis above and the results indicated in Figure 13.

Hypothesis 4: *Job satisfaction and affective organizational commitment will have a negative effect on Air Force member's intent to quit.*

The LISREL analysis indicated both affective organizational commitment and job satisfaction had negative affects on Air Force member's intent to quit. As shown in Figure 13, of all variables found to interact with Air Force member's intent to quit, affective commitment had the strongest overall impact (-.45, $p < .001$). This finding is in slight contrast to other behavioral research, where job satisfaction is often the best predictor for intent to quit (Lance, 1991; Tett & Meyer, 1993). Job satisfaction had a lesser negative affect (-.19, $p < .001$) on member's overall intent to quit. **This finding supports the hypothesis.**

Hypothesis 5: *Family social support will have a negative effect on family interference with work and a positive effect on overall life satisfaction.*

LISREL analysis indicates family social support had a relatively small negative effect on family interference with work (-.12, $p < .001$) and a larger positive effect on Air Force member's overall life satisfaction (.33, $p < .001$). The results shown in Figure 13 indicate a relatively strong path from family support to life satisfaction, approximately

equal to the path from job satisfaction to life satisfaction. This finding is consistent with the literature, which has found that both the work and family domains contribute to the level of life satisfaction (Chui, 1998). **This finding supports the hypothesis.**

Hypothesis 6: *Life satisfaction will have a negative effect on Air Force member's intent to quit.*

LISREL analysis supports the hypothesis that life satisfaction has a direct negative effect on Air Force member's intent to quit ($-.12, p < .001$). As Figure 13 shows, however, life satisfaction is a relatively weak determinant of intent to quit when compared to job satisfaction or affective commitment. **The findings support the hypothesis.**

4. Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of predictability on work interference with family?

In order to analyze this research question, a hypotheses was generated in order to perform a test. The statistical test used to test the hypotheses again involves LISREL, but utilizes the multi-group SEM method described in Chapter III. The hypothesis pertaining to this research question was:

Hypothesis 1b: *Predictability will have a stronger negative effect on work interference with family for deployed personnel than for non-deployed personnel.*

In order to test Hypothesis 1a, multi-group SEM was employed to determine if differences between mutually exclusive sub-groups existed. The sub-groups examined were divided across deployment status. In particular, those respondents that reported

having deployed within the last 12 months constituted the first group and those reporting not having deployed in the past 12 months constituted the second group.

The sample was divided across deployment status and covariance matrices created for each. These covariance matrices were input into LISREL and the Step 1 unconstrained model resulted in a $\chi^2 = 101.23$ with 26 degrees of freedom ($p < .00$). Overall model fit for both groups in Step 1, which is required prior to Step 2, indicated a RMSEA=.074, and CFI=.96, which are consistent with acceptable fit.

In the second step, the model was constrained by holding the path from predictability to work interference with family equal across both groups. If the difference between the Step 1 and Step 2 χ^2 is significant, the difference in the path coefficients across groups is significant. The Step 2 constrained model resulted in a $\chi^2 = 101.47$ with 27 degrees of freedom. The χ^2 difference was 0.24 with a degrees of freedom difference of 1 ($p = .71$). The non-significant result indicates a non-significant difference in the path values across the deployment status groups. These findings were in line with those reported by Obruba (2001). **This finding does not support the hypothesis.**

The LISREL output includes path coefficients for all paths specified in the model. The path coefficients from Step 1 are reported on Figure 14 below. These results will now be used to answer the additional research questions and test the remaining research hypotheses. Table 9 includes the model χ^2 differences when constraining different model paths.

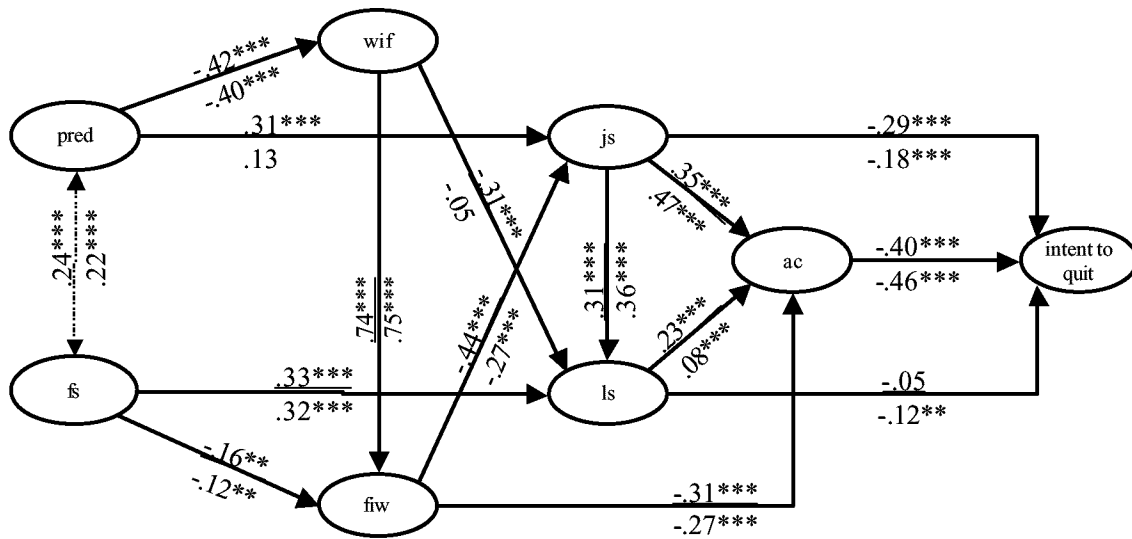


Figure 14. Group Analysis Model – Deployed vs. Non-deployed

Table 9. Path Differences Across Deployed Status

Path Investigated	Unconstrained	Constrained	Difference	p-value
	χ^2	χ^2	χ^2	
	df	df	Df	
pred to wif	101.23	101.47	0.24	.624
	26	27	1	
wif to ls	101.23	111.42	10.19	.001*
	26	27	1	
fiw to js	101.23	106.50	5.27	.022*
	26	27	1	
pred to js	101.23	103.39	2.16	.142
	26	27	1	

* - denotes significant difference in paths across groups

5. *Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of family support on family interference with work?*

In order to answer this research question, a hypothesis was developed and tested using the results from the previous sub-group analysis. The hypothesis generated to answer this research question was:

Hypothesis 5b: *Family Support will have a stronger negative affect on family interference with work for deployed personnel than for non-deployed personnel.*

This hypothesis was tested with LISREL and the resulting Step 2 $\chi^2(27 \text{ df}) = 101.52$, which was not significantly different from the unconstrained Step 1 $\chi^2(26 \text{ df}) = 101.23$. Deployment status does not appear to moderate the relationship between family support and family interference with work. **This finding does not support the hypothesis.**

6. *Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of WIF on life satisfaction and FIW on job satisfaction?*

In order to answer this research question, two hypotheses were generated and tested using the previous multi-group analysis. The hypotheses generated for this research question were:

Hypothesis 2b: *WIF will have a stronger negative effect on life satisfaction for deployed personnel than for non-deployed personnel.*

Hypothesis 3b: *FIW will have a stronger, negative effect on job satisfaction for deployed personnel than for non-deployed personnel.*

As Figure 14 and Table 9 jointly indicate, the WIF to life satisfaction path for deployed individuals ($-.31, p<.001$) was significantly different ($p<.01$) and stronger than the same path for the non-deployed individuals ($-.05, ns$). The fact that the non-deployed group path did not achieve significance indicates that it may or may not exist at this low level. Likewise, the FIW to job satisfaction path for the deployed group ($-.44, p<.001$) was found to be significantly different ($p<.05$) and stronger than the same path for the non-deployed individuals ($-.27, p<.001$). **These findings support the hypotheses.**

Additional Analysis

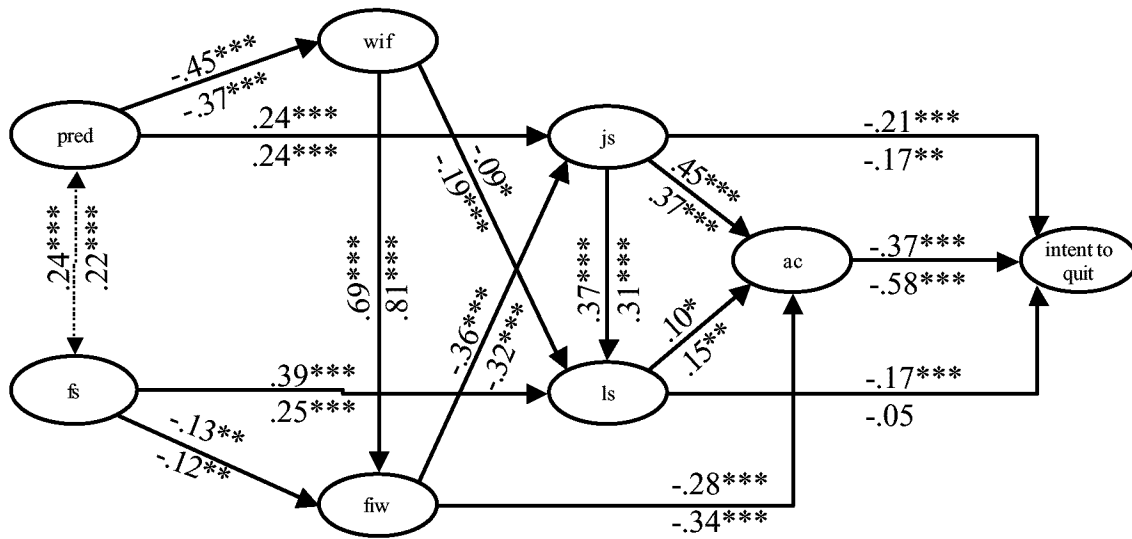
As this study was similar in construct measures and model structure to Obruba's (2001) study, the researcher made some basic comparisons between findings. Because of the basic structural differences between models, a direct comparison between path coefficients cannot be made. A qualitative comparison will be made regarding the total amount of variance explained by each model for similar outcome variables.

Table 10 indicates the amount of variance explained in each outcome variables shared by both Obruba's (2001) study and this study. The values are indicative of the full sample models in each study and were obtained from the LISREL output of each best-fit model. The current study explains substantially less variance in the shared outcome variables than Obruba's (2001) model. Scales for each construct were nearly identical and drawn from the same sources. This is contrary to expectations, as the current model includes additional variables with which to explain variance. This issue is discussed in the Limitations area of Chapter V.

Table 10. Comparison of Variance Explained in Outcome Variables

Outcome Variable	Total Variance Explained	
	Current model	Obruba Model
Job Satisfaction	21%	31%
Affective Commitment	45%	61%
Intent to Quit	42%	65%

Obruba (2001) also determined that the presence of dependents in an Air Force member's life moderated the relationship between predictability and work interference with family. In order to verify Obruba's (2001) finding, the researcher performed a multi-group analysis with LISREL on the current sample. Figure 15 shows the results of this analysis with path coefficients for both groups. Table 11 displays the results of tests for significant differences along several paths that indicated a substantial difference between groups. Although the LISREL path coefficients are different between groups, the difference between models was not statistically significant. Possible reasons for the discrepancies between research findings are discussed in Chapter V.



Number above arrows indicates dependents group Number below arrow indicates no dependents group
Dashed line indicates correlation *** Significant at the p<.001 level (two-tailed)
** Significant at the p<.01 level (two-tailed) * Significant at the p<.05 level (two-tailed)

Figure 15. Group Analysis Model – Dependents vs No Dependents

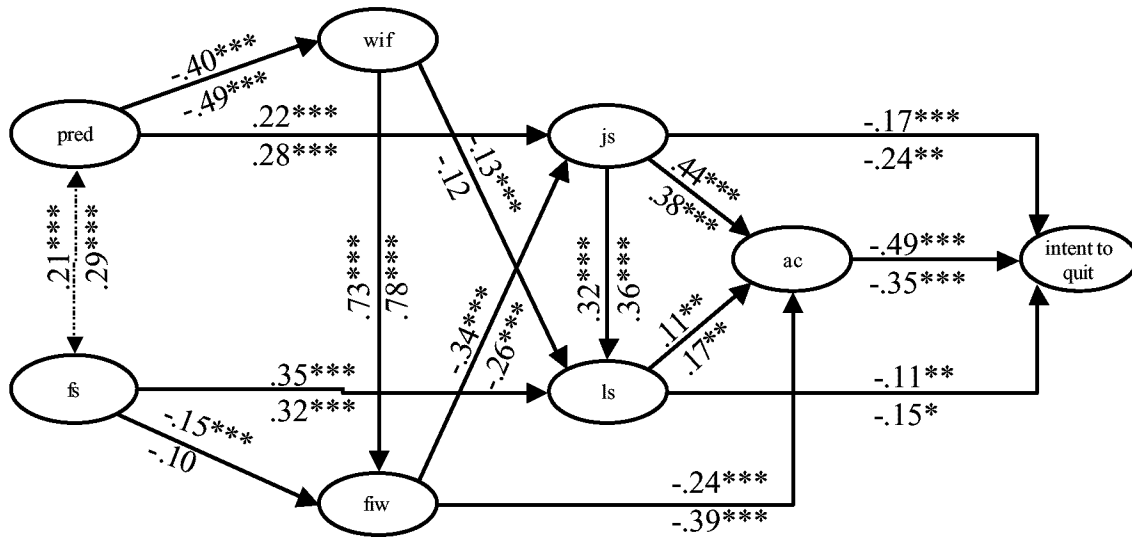
Table 11. Path Differences Across Dependent Status

Path Investigated	Unconstrained	Constrained	Difference	p-value
	χ^2	χ^2	χ^2	
	df	Df	df	
pred to wif	102.66	103.59	0.93	.335
	26	27	1	
fs to ls	102.66	106.89	4.23	.040*
	26	27	1	
wif to fiw	102.66	108.38	5.72	.017*
	26	27	1	
ac to iq	102.66	111.05	8.39	.004*
	26	27	1	

* - denotes significant difference (p<.05) in paths across groups

In addition to the overall comparison with Obruba's model, the researcher was interested in testing other demographic variables as possible moderators. In particular, it was thought that Air Force Major Command (MAJCOM) of assignment may moderate

various relationships within the hypothesized model due to differences between deployment procedures within each MAJCOM. As the majority of the responses came from Air Combat Command (N=798) and Air Mobility Command (N=299), they were selected as mutually exclusive subgroups for comparison. The results of the unconstrained path coefficients for ACC and AMC are shown in Figure 16. Tests for significant differences were conducted for several paths, and results are shown in Table 12.



Number above arrows indicates deployed group Number below arrow indicates non-deployed group
Dashed line indicates correlation *** Significant at the p<.001 level (two-tailed)
** Significant at the p<.01 level (two-tailed) * Significant at the p<.05 level (two-tailed)

Figure 16. Group Analysis Model – ACC vs AMC

Table 12. Path Differences Across MAJCOM Status

Path Investigated	Unconstrained	Constrained	Difference	p-value
	χ^2	χ^2	χ^2	
	df	Df	df	
pred to wif	120.62	121.72	1.1	.294
	26	27	1	
ac to iq	120.62	123.17	1.35	.245
	26	27	1	
wif to fiw	120.62	123.29	2.67	.102
	26	27	1	
fiw to js	120.62	122.17	1.55	.213
	26	27	1	

* - denotes significant difference ($p < .05$) in paths across groups

Although differences were found between most pairs of path coefficients across ACC and AMC, none of the differences were found to be statistically significant. Implications of these findings are also discussed in Chapter 5, Discussion.

Summary

An overall model relating predictability and family support to intent to quit through the intermediate constructs of work interference with family, family interference with work, job satisfaction, affective commitment, and life satisfaction was developed and tested. A factor analysis was performed and four poorly worded items were deleted from the analysis, improving the validity of the construct measures. Descriptive statistics were used to ensure normality for the subsequent model testing. Structural equation modeling via LISREL software was employed to test the hypothesized model. While the hypothesized model did not achieve acceptable fit, LISREL output suggested areas for improvement. A path from family interference with work to affective commitment and a correlation between predictability and family support were added. The resulting model

was used to test several hypotheses generated in Chapter II, all of which found support. The best-fit model was then used to compare individuals that have recently deployed to individuals that have not recently deployed. These results were used to test the remaining hypotheses, finding mixed support. While deployment status was not found to moderate the relationship between predictability and work interference with family, it was found to moderate several other relationships. Finally, a qualitative comparison was made regarding the amount of variance explained in outcome variables in this study and those reported by Obruba (2001). A multi-group comparison was performed to verify Obruba's (2001) finding that the presence of dependents moderates the predictability to work interference with family relationship. Findings in this study differ from those found by Obruba (2001). Assignment to Air Combat Command versus assignment to Air Mobility Command was not found to moderate any of the relationships in the model. A qualitative discussion of these findings follows in Chapter V, Discussion.

V. Discussion

This chapter concludes this research effort by answering the research questions posed in Chapter I with the results obtained in Chapter IV. The answers to the research questions are discussed in terms of the constructs and hypotheses identified in Chapter II. Possible implications of these findings for Air Force leadership are discussed. Possible limitations of this study are presented along with recommendations for future research. The chapter ends with final comments from the author.

Research Questions

The following research questions were posed at the beginning of this study:

1. Is predictability important to Air Force personnel's decision to remain in the Air Force?
2. How do Air Force personnel perceive work interfering with their family life? Does predictability help alleviate this conflict?
3. How do Air Force personnel perceive their family interfering with their Air Force responsibilities? Does the level of experienced family support help alleviate this conflict?
4. Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of predictability on work interference with family?
5. Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of family support on family interference with work?
6. Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of WIF on life satisfaction and FIW on job satisfaction?

Is predictability important to Air Force personnel's decision to remain in the Air Force?

To answer this question, a model was developed based upon current literature. This model included the constructs of predictability, family support, work interference with family and family interference with work, job and life satisfaction, and intent to quit. While the initial model did not achieve a “good” overall fit, the researcher added what he considered theoretically sound paths in order to improve model fit to the “good” level. Support was found for the importance of predictability as an indirect determinant of Air Force personnel's intent to quit.

The paths added to the model require justification. The first path indicates a negative relationship from family interference with work to affective commitment. The literature indicates support for a negative relationship between family interference with work and job satisfaction. It remains unclear if other behavioral researchers have ever considered a path linking family interference with work and affective commitment. In the context of military life, however, the researcher deemed this path as not only feasible, but probable. The Air Force, as an organization, has an overwhelming amount of control over its employees lives; much more than most civilian organizations have over their employees (van Laar, 2000). These controls include major life aspects such as where the member and family live, when and how often they must move to a new location, and frequency and length of family separation. As the organization also has control over family member's lives, it seems likely that if the family has a negative (or positive) attitude towards the organization, this could influence the member's affect towards the organization.

The second path added to the model was a correlation between predictability and family support. As little to no research exists on the psychological aspects of deployment and schedule predictability, the researcher again made the subjective decision to retain this path as suggested by LISREL's modification indices. It seemed likely that as Air Force afforded predictability to its members, the members would be better able to plan events in their personal lives. The ability to better plan ones personal life should, all other things being equal, increase the support one receives at home from family members. It seemed infeasible, however, that family social support could increase the amount of predictability, especially when predictability is afforded by the organization.

Nonetheless, a comment from one of the survey respondents shed light on a more complex set of relationships between predictability, family support, WIF and FIW. The comment indicated that the Air Force member was not concerned about predictability because his family was so supportive of his Air Force responsibilities. In effect, family support seemed to have affected his perception (or perhaps need) for predictability. Justification could also be made for a uni-directional relationship from predictability to family support. But as the relationship between predictability and family support was not the focus of this thesis, the researcher decided not to explore all options and proceed with the correlation. Further research into this area is warranted in order to adequately explain this complex set of relationships.

After the best-fit model was identified, a closer examination is required to see the indirect effects of predictability on intent to quit. The strongest negative determinant of Air Force personnel's intent to quit was affective organizational commitment. The best positive predictor of airmen's affective commitment was, in turn, job satisfaction.

Airman's level of job satisfaction was most strongly influenced by their perceived level of family interference with work. The perceived level of work interference with family was the strongest predictor for family interference with work. Finally, predictability was determined to have the strongest influence on airman's perception of work interference with family. The net effect of these relationships is a negative effect from predictability to intent to quit. All of these relationships are consistent with those found in the existing literature.

While the previous path connects predictability to airmen's intent to leave the Air Force, the path through four intermediate constructs is long and may be conceptually hard to follow. An additional path connects predictability to intent to quit involving only one additional construct. Predictability was found to have a positive effect on job satisfaction, which in turn negatively affected intent to quit. Job satisfaction was the second strongest determinant of respondents' intent to quit. These findings are consistent with those found by Obruba (2001).

Overall, predictability was found to decrease Air Force personnel's intent to quit through multiple paths. Several caveats are in order here, however. One of the reasons the Expeditionary Aerospace Force construct was implemented was to improve predictability in airmen's lives. While it seems apparent that more predictability has been provided to airmen by the EAF, confidence in this deployment construct appears to be recently disrupted by Operations ENDURING FREEDOM and NOBLE EAGLE. Several comments provided by survey respondents suggest that the EAF construct is "good in theory, but bad in execution" because the windows of vulnerability have been disregarded in order to meet operational requirements. Senior leadership within the Air

Force has recently acknowledged the existence of this breakdown in the AEF rotation system, and they are beginning to take actions to prevent possible increases in the affected airmen's intent to leave the service.

How do Air Force personnel perceive work interfering with their family life? How does this affect their level of life satisfaction?

Respondents indicated a moderate level of work interference with their family domain. In the context of this study's scale items, work is better defined as Air Force responsibilities and deployments than as the day-to-day work tasks required of Air Force personnel. This may have limited the scope of the measure for work interference with family, but the overall context of this study is how deployments, not just day-to-day work tasks, affect Air Force work-related outcomes.

One might expect more work interference with the family domain due to the high deployment rates seen in recent years. The recent terrorist attacks on 11 September 2001 and Operations ENDURING FREEDOM and NOBLE EAGLE may skew the measure of work interference with family. The surge in patriotism throughout the United States following the attacks may increase the sense of duty to one's country, and to some degree lessen the airmen's perception of work "interfering" with their family life.

Predictability was found to have a direct negative, and relatively strong, effect on airman's self-reported level of work interference with family. This implies that airmen consider Air Force-afforded predictability important to preventing conflict within their family domain. This finding is important because of its predictive nature; Air Force leadership may expect airmen's level of work interference with family to increase during

deployment-intensive operations, such as the ongoing Operation ENDURING FREEDOM. This is especially true if the Air Force deviates from the AEF deployment rotations, as identified in comments from multiple respondents. While the Air Force has always maintained that the AEF rotation system and its associated predictability may be disrupted in the event of an increased national security risk, it is worth noting that several survey comments indicate Air Force members understand this. These comments also indicate concern, however, of prolonged increases in OPSTEMPO and the negative affects on predictability. As this study found, if members perceive less deployment predictability, their levels of work interference with family will increase and job satisfaction will suffer. The likely result of this will be an increase in some Air Force member's intent to quit.

An additional comment is required regarding the small amount of variance explained in the latent work interference with family construct. The results of the full sample analysis indicated 19% of the variance in work interference with family was explained by predictability. Several reasons may be at fault here. Only one independent variable (predictability) was used to explain variance in work interference with family, so one might expect the total amount of variance explained to be low. Limitations within LISREL do not allow for two-directional relationships between variables, so the effect of family interference with work on work interference with family was not measured. However, the researcher is concerned the focus of the scale on deployment-oriented work across individuals that deploy and individuals that do not deploy may hurt the scale's validity. Separate surveys for individuals that have deployed and those that have not

deployed may have helped to clarify this issue and improve the quality of findings overall.

How do Air Force personnel perceive their family interfering with their Air Force responsibilities? How does this affect their level of job satisfaction?

Respondents indicated a relatively low level of family interference with work. Again, in the context of the scale items, work is better defined as Air Force responsibilities and deployments than as the day-to-day work tasks required of Air Force personnel. Overall, the respondents did not consider their family as interfering with their work to a large degree. This result deserves the same caveat regarding the events of 11 September 2001. As this measure was taken at only one point in time and after the terrorist attacks on the World Trade Center, results may be skewed. Families of Air Force personnel may perceive their military spouse's responsibilities as more important at the time of the survey than prior to the attacks, and therefore interfere less with work.

The amount of support respondents received from their family was found to have a direct negative effect on their perceived level of family interference with work. The relationship between family support and perceived family interference with work was relatively weak, however. By far the best predictor of family interference with work was work interference with family. This suggests that as the work interferes more with family domain, family interferes more with work. As LISREL only allows uni-directional paths in any specified model, only one direction of causal influence was examined. It is expected that a reciprocal relationship similar to that found in Carlson and Perrewé (1999) and Carlson and Kacmar (2000) exists. This would indicate a "vicious cycle" in

which the overall level of work and family conflict encountered by the Air Force member increases dramatically as either domain initiates a conflict.

Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of predictability on work interference with family?

Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of family support on family interference with work?

Are there differences between the perceptions of deploying and non-deploying personnel as to the effects of WIF on life satisfaction and FIW on job satisfaction?

To answer these last three research questions, subgroups of those having deployed within the last twelve months and those not having deployed within the last twelve months were identified among the sample. The data from the two groups were found to fit the model well overall. It was hypothesized that the predictability to work interference with family relationship would be stronger for those having deployed than for those not having deployed, but the data did not support this. In fact, the predictability to work interference with family relationship was nearly equal in strength for both groups. This suggests that all Air Force personnel value predictability in their lives, and that recent deployment, as an objective measure, does not moderate the predictability to work interference with family relationship.

It was hypothesized that recent deployments would moderate the family support to family interference with work relationship. More aptly, it seemed likely that the

family support experienced by those that have recently deployed might have an increased negative effect on their reported family interference with work when compared to those that have not recently deployed. The data, however, did not support this hypothesis. This implies that family support experienced by those that have not deployed recently is just as important in the perception of family interference with work than for those that have deployed.

An initial analysis of the remaining relationships in the model indicated other differences between those recently deployed and those not recently deployed may exist, however. Recent deployment status appears to moderate both the work interference with family to life satisfaction relationship and the family interference with work to job satisfaction relationship. In a broader view, it appears likely that deployments exacerbate the negative effects that work and family conflict have on a member's job and life satisfaction, both of which have direct effects on Air Force member's intent to quit.

Implications for the Air Force

This research identified several findings that could be useful to Air Force leadership and policy-makers. First, further evidence was provided that predictability, through a variety of intermediate constructs, has a negative effect on Air Force personnel's intent to quit. While this has been accepted as true by Air Force policymakers in the past, very little behavioral research has addressed the psychological impact of predictability on intent to stay.

This study expands the model posited by Obruba (2001) in that it incorporated additional family-oriented constructs in the hopes of better understanding what influences

airmen's decision to leave the Air Force. The findings with regards to the family-oriented constructs indicate that family plays a significant role in Air Force member's intent to quit.

Findings indicate that Obruba's (2001) model is superior to the current model in explaining why airmen decide to leave the service. The model used in this research was more complex than that used by Obruba (2001), which adds to the overall difficulty in interpreting possible effects of a given policy implementation. Nonetheless, it appears that value was added in this model because of the findings regarding family effects on airmen's intent to leave the Air Force. It is also feasible that Obruba's (2001) apparent superiority over the current model was caused by changes in the population in the time between studies. The effects of the terrorist attacks on 11 September 2001 may be far-reaching and may have affected the results reported in this study.

Obruba (2001) found that the presence of dependents moderated the relationship between predictability and work-family conflict. While this study found a similar relationship between predictability and work interference with family, the presence of dependents in an airman's home was not found to affect this relationship. Differences between measurement of work-family conflict and work interference with family may explain the difference in findings between studies, so these findings are inconclusive. Additional analysis is recommended in order to determine if the presence of dependents in an airman's life affects how predictability decreases work interference with family.

A further analysis of dependents and the effects they may have on organizational outcomes in the Air Force yielded additional findings. The presence of dependents in an airman's life was found to strengthen the effect of family support on an airman's level of

life satisfaction. This finding is somewhat intuitive, as one might expect support from the family to play a larger role in the determination of a member's life satisfaction for those with dependents than those without. A dissimilar effect was found for the relationship between work interference with family and life satisfaction. Work interference with the family domain had a stronger negative effect on life satisfaction for airmen with no dependents than for airmen with dependents. As this second finding contradicted expectations, a further justification was required. If the Air Force interferes with the family of airmen with no dependents, this implies that the organization has affected a member's relationship with extended family such as parents or siblings. In this instance, one might expect work interference with family to more strongly affect life satisfaction for those without dependents. A third relationship was also moderated by dependent status. Affective commitment to the organization (Air Force) had a stronger negative effect on intent to leave for members without dependents. This could also be viewed as intuitive; it is likely that other aspects such as job and life satisfaction play a less prominent role in the decision to leave the Air Force for airmen without dependents.

Lastly, a preliminary analysis of assignment to particular Air Force Major Commands (MAJCOM) as a potential moderator within the proposed model yielded no support. In particular, airmen assigned to Air Combat Command did not report differently from airmen assigned to Air Mobility Command. This finding indicates that even if differences do exist between mindsets or procedures in the studied MAJCOM's, these differences are not likely to affect an airmen's decision to leave the Air Force.

Limitations

Causality

The cross-sectional nature of this study does not allow conclusions to be made concerning causal relationships. While support can be provided for the existence of a relationship in a hypothesized model, causal relationships require proof that the cause happened before the effect as well as sound theoretical plausibility. This study provided some theoretical support for the hypotheses, but causal inferences cannot be made without a true experimental design.

Measures

The construct scale reliabilities and validities appeared sound in this study. Nonetheless, considerably less variance was explained by this model than the more parsimonious model developed by Obruba (2001). While it is perhaps likely that the increased errors for the latent variables, or unmeasured variance, were due to changes in the population, it is also feasible that measurement error or method bias occurred. Multiple types of data collection such as mail and phone surveys or a pilot survey may have helped clarify this issue earlier in the study.

Several scale items for the constructs used in this study were deleted because of poor content. The scales for predictability, work interference with family, and job satisfaction were therefore less accurate in capturing the target construct. Had these items accurately captured their target constructs, the variance may have been different and changed both path coefficients and overall model fit statistics. The life satisfaction items cross-loaded between the family support factor and the job satisfaction factor. This could be problematic as life satisfaction may not be deemed its own construct in this

circumstance. As the work and family domains of life are often the largest contributors to satisfaction with life, this may explain the findings. However, further research is required to determine if life satisfaction is indeed different from the sum of satisfaction with the job and perceived family support.

Measures in this study were all of the self-report type. Objective measures are preferable when available, as self-report data has an increased possibility of respondents incorrectly recalling events from a year in the past. The Air Force is beginning to track more objective data on predictability and deployments in general, so increasing the number of objective measures is desirable in order to increase reliability and validity.

In addition, this study cannot account for changes in the population due to the events of 11 September 2001. It is possible that responses were biased by other psychological constructs such as a feeling of patriotism, depression, or sense of duty. If this were the case, one might expect suppression on the true levels of work interference with family and family interference with work. Over time, the initial surge in patriotism may attenuate and increases in WIF and FIW may become apparent.

Addition of Paths to Model

In order to improve model fit to the adequate level across the majority of fit indices, the researcher had to add two paths to the model. These paths were considered to be theoretically feasible, but no additional research was performed to verify the theoretical foundation for these paths. The researcher subjectively decided that they were feasible enough for inclusion in the model. These decisions should be backed by findings in the literature whenever possible. More research in these areas, particularly in a military population, will help to determine if the assumed relationships exist.

Recommendations for Future Research

The topic of predictability has not received much attention in behavioral research outside the military and little empirical attitudinal research has been performed within the military. One of the primary ways future research can expand this topic would be to perform a longitudinal study, preferably using the same pool of individuals across different time periods. This would allow future researchers to better theorize whether or not predictability has causal affects on job satisfaction and work interference with family.

The errors for the latent constructs were relatively high in this study, meaning that a small amount of variance was explained in the target constructs. While several reasons mentioned above could have caused this, additional research using the same questionnaire with improved measures would be useful. Additional analysis of the existing data would also be useful. Several areas of data collected in this study were not analyzed because of time limitations. Analysis of the total number of days spent away from home (deployed and on temporary duty) as a predictor of intent to quit could be useful to Air Force leadership.

Further exploration of the relationship between family interference with work and affective commitment would be useful. This study assumed the feasibility of the relationship based upon the analogous family interference with work to job satisfaction relationship. Future research efforts could also examine if differences exist between military and non-military samples with regards to antecedents of affective commitment.

As this study may have been biased by the terrorist attacks on 11 September 2001, it is recommended that a study similar to this be performed in the future in order to see if attitudes change. If a bias exists, time should attenuate any effects from patriotism or

other psychological effects. Another option would be to compare this study's constructs to similar ones in Ogruba's (2001) study. This may allow for a pre-post test on the effects of the terrorist attacks.

Final Comments

In general, this research provides additional evidence that predictability, through the intermediate variables of work interference with family and job satisfaction, has a negative effect on Air Force member's intent to quit. Air Force member's family, as measured with perceived family support and family interference with work, also had a significant, albeit indirect, impact on a member's intent to leave the Air Force. Initial evidence was provided for the possible existence of a relationship between Air Force personnel's satisfaction with life and their intent to quit. This study also found that the demographics of recent deployment status and dependent status might moderate the strength of key relationships in the link between predictability to intent to quit. Further behavioral research is required to confirm and strengthen these findings. It is hoped, however, that this study's findings improve the Air Force's understanding of its people and the underlying causes of their intent to quit.

Appendix A: Survey Package



**A SURVEY TO ASSESS AIR FORCE MEMBER'S PERCEPTIONS OF THE AEROSPACE
EXPEDITIONARY FORCE**

Conducted by the

AIR FORCE INSTITUTE OF TECHNOLOGY
AIR UNIVERSITY (AETC)

DEPARTMENT OF THE AIR FORCE

for

The Aerospace Expeditionary Force Center

Lessons Learned Branch

About the Study

Purpose: This research will investigate the effects of deployment predictability, family support and work-family conflict on job satisfaction, non-work satisfaction, team cohesion, and overall intent to stay in the Air Force.

Confidentiality: We would greatly appreciate your completing the survey. **Your answers are important.** Your perceptions and actual experiences are essential. ALL ANSWERS ARE STRICTLY CONFIDENTIAL and, unless you wish to tell us your identity, all answers are anonymous. No one outside the research team will ever see your questionnaire. No identification of individual responses will occur. We ask for some demographic information in order to interpret results more accurately and make comparisons between large groups.

Disposition: We will provide a report to the Aerospace Expeditionary Force Center. We can also make the results available to you if requested.

Time Required: It will probably take you about 20 – 30 minutes to complete this questionnaire.

Suspense: Please complete and return survey **NLT Friday, 21 Dec 2001.**

Contact Information: If you have any questions or comments regarding this survey, you may contact either one of us or our thesis advisors via email, mail, or phone. Thank you very much for your participation.

Sincerely,

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Privacy Notice

In accordance with AFI 37-132, Paragraph 3.2, the following information is provided as required by the Privacy Act of 1974:

Authority: 10 U.S.C. 8012, Secretary of the Air Force; powers and duties; delegation by; implemented by AFI 36-2601, Air Force Personnel Survey Program.

Purpose: To obtain information regarding the attitudes, feelings, and perceptions of Air Force Active Duty, National Guard, and Reserve personnel.

Routine Use: No analysis of individual responses will be conducted and only members of the research team will be permitted access to the raw data.

No individual will be identified to anyone outside of the research team.

Participation: Participation is VOLUNTARY. No adverse action will be taken against any member who does not participate in this survey or who does not complete any part of the survey.

INSTRUCTIONS

All items are answered by filling in the appropriate spaces directly on the survey or writing a response in the space provided. If, for any item, you do not find a response that fits your situation exactly, use the one that is the closest to the way you feel.

Please complete the questionnaire, seal it and return it in the enclosed addressed envelope through your base mail system to:

AEF Survey, AFIT/ENV, Bldg. 640, 2950 P Street, Wright-Patterson AFB, OH 45433

Questions in this part are designed to assess your deployment status. Mark the circle that corresponds to the selection that best describes the way you feel about each issue.

In the following statements, the word "Deployment" refers to an official duty away from home where you are temporarily assigned to another unit. The term "TDY" refers to an official duty away from home where there is not a change of unit assignment. The term "scheduled deployment" refers to a deployment that you were made aware of at least 60 days prior to deployment. The term "AEF" refers to the Aerospace Expeditionary Force framework for deployments. The term "AEF concept" refers the entire AEF deployment process to include the lead-wing rotations, rotation assignment, vulnerability window, training, notification of deployment, departure, arrival, return, and recuperation period after the deployment. Please answer each statement with respect to these definitions.

1. Which statement best describes your knowledge of the AEF concept?

- ☐ I understand the AEF concept
- ☐ I do not understand the AEF concept

2. Which statement best describes your AEF status?

- ☐ I am assigned to AEF rotation 1-2
- ☐ I am assigned to AEF rotation 3-4
- ☐ I am assigned to AEF rotation 5-6
- ☐ I am assigned to AEF rotation 7-8
- ☐ I am assigned to AEF rotation 9-10
- ☐ I do not know when I am assigned to an AEF
- ☐ I am not assigned to an AEF

3. Describe your current Deployment status.

- ☐ I have returned from a deployment within the last 12 months
- ☐ I am scheduled to deploy within the next 3 months
- ☐ None of the above

4. If you have deployed or will deploy (within the last/next 3 months), how much notice were you given?

- ☐ More than 90 days notice prior to deploying
- ☐ 60 to 90 days notice prior to deploying
- ☐ 30 to 59 days notice prior to deploying
- ☐ Less than 30 days notice prior to deploying

5. Were you on a TDY over the last year? (Not including deployments as described above)

- ☐ Yes
- ☐ No

If Yes, how many total times were you TDY over the last year?

If Yes, how many total days were you TDY over the last year?

For each statement, please circle the number that indicates the extent to which you agree the statement is true. Use the scale below for your responses.

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Agree	Strongly Agree
6. I feel certain my AEF schedule will not change over the next 15 months.	1	2	3	4	5	6	7
7. Deployment predictability is important to me.	1	2	3	4	5	6	7
8. Since the Air Force implemented the AEF program, I can better plan events in my life.	1	2	3	4	5	6	7
9. I know when I am vulnerable for deployment under the AEF rotation system.	1	2	3	4	5	6	7
10. I understand how the AEF rotation system works.	1	2	3	4	5	6	7
11. I think the AEF rotation system is fair.	1	2	3	4	5	6	7
12. All in all, I like the AEF rotation system.	1	2	3	4	5	6	7
13. I am actively looking for a job outside the Air Force.	1	2	3	4	5	6	7
14. I am seriously thinking about separating from the Air Force at my first opportunity.	1	2	3	4	5	6	7
15. I often think about quitting my job with the Air Force.	1	2	3	4	5	6	7
16. I think I will still be working for the Air Force 5 years from now.	1	2	3	4	5	6	7
17. I will leave the Air Force as soon as I am able to separate.	1	2	3	4	5	6	7
18. All in all, I am satisfied with my job.	1	2	3	4	5	6	7
19. In general, I do not like my job.	1	2	3	4	5	6	7
20. In general, I like working for the Air Force.	1	2	3	4	5	6	7
21. I would be very happy to spend the rest of my career with the Air Force.	1	2	3	4	5	6	7
22. I really feel as if the Air Force's problems are my own.	1	2	3	4	5	6	7
23. I do not feel a strong sense of belonging to the Air Force.	1	2	3	4	5	6	7
24. I do not feel emotionally attached to the Air Force.	1	2	3	4	5	6	7
25. I do not feel like a part of the Air Force family.	1	2	3	4	5	6	7
26. The Air Force has a great deal of personal meaning to me.	1	2	3	4	5	6	7
27. Air Force deployments keep me away from my family more than I would like.	1	2	3	4	5	6	7
28. Deploying as part of my Air Force career is compatible with my personal life.	1	2	3	4	5	6	7
29. I often feel the strain of trying to balance my responsibilities to the Air Force and my family.	1	2	3	4	5	6	7
30. The possibility of Air Force deployments causes me to be irritable with my family.	1	2	3	4	5	6	7
31. The possibility of Air Force deployments does not interfere with my personal life.	1	2	3	4	5	6	7
32. The tension of balancing Air Force deployments and personal responsibilities causes me to feel emotionally drained.	1	2	3	4	5	6	7
33. My supervisor and peers at work dislike how preoccupied I am with my personal life.	1	2	3	4	5	6	7

34. My family responsibilities make me not want to deploy.	1	2	3	4	5	6	7
35. My family depends on me too much for me to deploy for the Air Force.	1	2	3	4	5	6	7
36. My family dislikes the possibility of me deploying for the Air Force.	1	2	3	4	5	6	7
37. My family understands my responsibilities to the Air Force.	1	2	3	4	5	6	7
38. My family accepts the possibility of me deploying for the Air Force.	1	2	3	4	5	6	7
39. My personal life takes up time that I'd like to spend at work.	1	2	3	4	5	6	7
40. My personal demands are so great that it takes away from my Air Force work.	1	2	3	4	5	6	7

In this section, please indicate the degree to which you receive the following in your *personal life*:

1	2	3	4	5	6	7
Not at All	Very Small Degree	Small Degree	Some Degree	Moderate Degree	Large Degree	Very Large Degree
41. Feedback from others?					1 2 3 4	5 6 7
42. Appreciation?					1 2 3 4	5 6 7
43. Opportunity to "take time off" when needed?					1 2 3 4	5 6 7
44. Sharing of duties?					1 2 3 4	5 6 7
45. Sharing of responsibilities?					1 2 3 4	5 6 7
46. Emotional support?					1 2 3 4	5 6 7

Please indicate the *quality of the relationship* you have with the following person or groups of persons:

1	2	3	4	5	6	7
Extremely Low	Very Low	Low	Moderate	High	Very High	Extremely High
47. Spouse					1 2 3 4	5 6 7
48. Family					1 2 3 4	5 6 7
49. Friends					1 2 3 4	5 6 7

{Spacing here between survey questions indicates a portion of the survey dedicated to a separate thesis endeavor}

100. In general, how satisfying do you find the ways you're spending your life these days? Would you call it completely satisfying, pretty satisfying, or not very satisfying? (Please fill in ONE circle)

- ☐ Completely satisfying
- ☐ Pretty satisfying
- ☐ Not very satisfying

101. Taking all things together, how would you say things are these days? Would you say you're very happy, pretty happy, or not too happy these days? (please fill in ONE circle)

- ☐ Very happy
- ☐ Pretty happy
- ☐ Not too happy

{Spacing here between survey questions indicates a portion of the survey dedicated to a separate thesis endeavor}

The following questions request personal information that will be used to create demographics for research purposes only. ALL ANSWERS ARE STRICTLY CONFIDENTIAL and, unless you wish to tell us your identity, all answers are anonymous. No one outside the research team will ever see your questionnaire. No identification of individual responses will occur. We ask for some demographic information in order to interpret results more accurately and make comparisons between large groups.

112. What is your gender?

☐ Male

☐ Female

113. What is your age in years?

114. What is your Air Force Specialty Code (AFSC)?

115. What is your rank?

116. At which base are you currently assigned?

117. To which Major Command (MAJCOM) are you currently assigned?

118. Are you currently married?

119. List the ages of any family members, other than a spouse, whom you would consider dependents.

***This completes the survey. Thank you for your participation.
If you have any additional comments, please write them here.***

Appendix B: Scale Descriptive Statistics

Note: Shaded items indicate item removed from scale

Table B-1. Predictability Scale Statistics

	M**	SD	Sk	Ku	V	a	e
Scale*	4.65	1.30	-.32	-.22	1.69	.80	.34
a. I feel certain my AEF schedule will not change over the next 15 months.	3.71	1.95	-.17	-1.10			
b. Deployment predictability is important to me.	6.19	1.26	~	4.29			
c. Since the Air Force implemented the AEF program, I can better plan events in my life.	4.17	1.73	-.20	-.77			
d. I know when I am vulnerable for deployment under the AEF rotation system.	4.75	1.75	-.62	-.52			
e. I understand how the AEF rotation system works.	5.42	1.53	~ 1.19	.82			
f. I think the AEF rotation system is fair.	4.61	1.67	-.56	-.38			
g. All in all, I like the AEF rotation system.	4.41	1.64	-.41	-.44			

*N of Cases = 1231

**M = mean, SD = standard deviation, Sk = skewness, Ku = kurtosis, V = variance, α = Chronbach's alpha, e = estimated error $[(1-\alpha) \times V]$

Table B-2. Family Support Scale Statistics

	M**	SD	Sk	Ku	V	α	e
Scale*	4.86	1.06	-.32	-.02	1.12	.85	.17
a. Feedback from others?	4.36	1.47	-.21	-.26			
b. Appreciation?	4.57	1.57	-.39	-.55			
c. Opportunity to "take time off" when needed?	4.59	1.59	-.39	-.52			
d. Sharing of duties?	4.48	1.55	-.33	-.44			
e. Sharing of responsibilities?	4.50	1.57	-.34	-.51			
f. Emotional support?	4.62	1.72	-.43	-.62			
g. Spouse	5.93	1.52	-1.68	2.41			
h. Family	5.93	1.29	-1.27	1.51			
i. Friends	5.13	1.42	-.43	-.31			

*N of Cases = 1230

**M = mean, SD = standard deviation, Sk = skewness, Ku = kurtosis, V = variance, α = Chronbach's alpha, e = estimated error $[(1-\alpha) \times V]$

Table B-3. Work Interference with Family Scale Statistics

	M**	SD	Sk	Ku	V	α	e
Scale*	4.06	1.27	.01	-.11	1.61	.83	.27
a. Air Force deployments keep me away from my family more than I would like.	4.03	1.79	-.01	-.81			
b. Deploying as part of my Air Force career is compatible with my personal life.	4.06	1.73	.10	-.87			
c. I often feel the strain of trying to balance my responsibilities to the Air Force and my family.	4.58	1.74	-.41	-.73			
d. The possibility of Air Force deployments causes me to be irritable with my family.	3.34	1.71	.30	-.82			
e. The possibility of Air Force deployments does not interfere with my personal life.	4.61	1.74	-.40	-.73			
f. The tension of balancing Air Force deployments and personal responsibilities causes me to feel emotionally drained.	3.71	1.67	.13	-.75			
g. My supervisor and peers at work dislike how preoccupied I am with my personal life.	2.41	1.42	.79	-.18			

*N of Cases = 1232

**M = mean, SD = standard deviation, Sk = skewness, Ku = kurtosis, V = variance, α = Chronbach's alpha, e = estimated error [(1- α) x V]

Table B-4. Family Interference with Work Scale Statistics

	M**	SD	Sk	Ku	V	α	e
Scale*	2.95	.95	.07	-.17	.90	.73	.24
a. My family responsibilities make me not want to deploy.	3.86	1.93	.08	-1.12			
b. My family depends on me too much for me to deploy for the Air Force.	3.17	1.68	.55	-.45			
c. My family dislikes the possibility of me deploying for the Air Force.	4.61	1.86	-.45	-.86			
d. My family understands my responsibilities to the Air Force.	2.25	1.22	1.42	-2.62			
e. My family accepts the possibility of me deploying for the Air Force.	2.48	1.34	1.17	-1.39			
f. My personal life takes up time that I'd like to spend at work.	2.10	1.25	1.11	-.72			
g. My personal demands are so great that it takes away from my Air Force work.	2.16	1.26	1.10	-.74			

*N of Cases = 1232

**M = mean, SD = standard deviation, Sk = skewness, Ku = kurtosis, V = variance, α = Chronbach's alpha, e = estimated error [(1- α) x V]

Table B-5. Job Satisfaction Scale Statistics

	M**	SD	Sk	Ku	V	α	e
Scale*	5.06	1.59	-.76	-.17	2.53	.82	.46
a. All in all, I am satisfied with my job.	4.98	1.69	-.86	-.11			
b. In general, I don't like my job. (rev)	5.15	1.77	-.79	-.39			
c. In general, I like working for the Air Force.	5.43	1.48	-1.25	1.21			

*N of Cases = 1232

**M = mean, SD = standard deviation, Sk = skewness, Ku = kurtosis, V = variance, α = Chronbach's alpha, e = estimated error [(1- α) x V]

Table B-6. Affective Organizational Commitment Scale Statistics

	M**	SD	Sk	Ku	V	α	e
Scale*	4.89	1.30	-.50	-.07	1.69	.85	.25
a. I would be very happy to spend the rest of my career with the Air Force.	4.94	1.86	-.72	-.50			
b. I really feel as if the Air Force's problems are my own.	4.31	1.67	-.37	-.62			
c. I do not feel a strong sense of belonging to the Air Force.	4.98	1.67	-.66	-.42			
d. I do not feel emotionally attached to the Air Force.	4.87	1.79	-.61	-.67			
e. I do not feel like a part of the Air Force family.	5.07	1.66	-.84	-.09			
f. The Air Force has a great deal of personal meaning to me.	5.17	1.54	-.82	.10			

*N of Cases = 1233

**M = mean, SD = standard deviation, Sk = skewness, Ku = kurtosis, V = variance, α = Chronbach's alpha, e = estimated error [(1- α) x V]

Table B-7. Global Life Satisfaction Scale Statistics

	M**	SD	Sk	Ku	V	α	e
Scale*	2.00	.54	-.01	-.10	.29	.84	.05
a. All in all, I am satisfied with my job.	2.02	.57	.003	.13			
b. In general, I don't like my job. (rev)	1.98	.59	.003	-.09			

*N of Cases = 1145

**M = mean, SD = standard deviation, Sk = skewness, Ku = kurtosis, V = variance, α = Chronbach's alpha, e = estimated error [(1- α) x V]

Table B-8. Intent to Stay Scale Statistics

	M**	SD	Sk	Ku	V	α	e
Scale*	3.65	1.80	.21	-1.01	3.24	.88	.39
a. I am actively looking for a job outside the Air Force.	3.43	2.12	.39	-1.21			
b. I am seriously thinking about separating from the Air Force at my first opportunity.	3.55	2.20	.28	-1.36			
c. I often think about quitting my job with the Air Force.	3.44	2.13	.34	-1.27			
d. I think I will still be working for the Air Force 5 years from now.	4.11	2.28	-.02	-1.50			
e. I will leave the Air Force as soon as I am able to separate.	3.71	2.15	.20	-1.31			

*N of Cases = 1233

**M = mean, SD = standard deviation, Sk = skewness, Ku = kurtosis, V = variance, α = Chronbach's alpha, e = estimated error [(1 - α) x V]

Appendix C: LISREL Covariance Matrices

Full Sample Covariance Matrix:

predict	fs	wif	fiw	js	ls	ac	intent
1.686							
0.215	1.124						
-0.557	-0.225	1.608					
-0.251	-0.203	0.718	0.897				
0.515	0.408	-0.526	-0.428	2.527			
0.163	0.211	-0.174	-0.117	0.333	0.287		
0.442	0.305	-0.507	-0.467	1.033	0.244	1.680	
-0.541	-0.381	0.781	0.542	-1.214	-0.329	-1.222	3.226

Deployed in last 12 months sub-group Covariance Matrix:

predict	fs	wif	fiw	js	ls	ac	intent
2.215							
0.289	1.090						
-0.686	-0.204	1.673					
-0.191	-0.218	0.727	0.875				
0.475	0.381	-0.699	-0.583	2.916			
0.247	0.221	-0.286	-0.178	0.391	0.311		
0.618	0.352	-0.719	-0.555	1.160	0.341	1.836	
-0.572	-0.208	0.819	0.520	-1.447	-0.350	-1.296	3.240

Not Deployed nor Preparing to Deploy sub-group Covariance Matrix:

predict	fs	wif	fiw	js	ls	ac	intent
1.465							
0.179	1.105						
-0.461	-0.222	1.500					
-0.281	-0.212	0.710	0.913				
0.467	0.415	-0.404	-0.371	2.408			
0.129	0.196	-0.115	-0.091	0.310	0.279		
0.402	0.276	-0.423	-0.442	1.004	0.208	1.652	
-0.458	-0.396	0.687	0.532	-1.130	-0.300	-1.179	3.180

Air Combat Command sub-group Covariance Matrix:

predict	fs	wif	fiw	js	ls	ac	intent
1.636							
0.215	1.122						
-0.546	-0.259	1.598					
-0.192	-0.231	0.703	0.857				
0.481	0.441	-0.544	-0.426	2.542			
0.134	0.215	-0.173	-0.121	0.323	0.283		
0.391	0.354	-0.456	-0.436	1.029	0.229	1.745	
-0.551	-0.455	0.817	0.514	-1.222	-0.316	-1.320	3.389

Air Mobility Command sub-group Covariance Matrix:

predict	fs	wif	fiw	js	ls	ac	intent
1.785							
0.247	1.105						
-0.604	-0.168	1.624					
-0.433	-0.191	0.774	0.996				
0.617	0.356	-0.504	-0.431	2.526			
0.240	0.208	-0.176	-0.106	0.348	0.308		
0.565	0.184	-0.612	-0.536	0.977	0.265	1.465	
-0.586	-0.257	0.658	0.596	-1.116	-0.342	-0.933	2.748

Personnel with Dependents sub-group Covariance Matrix:

predict	fs	wif	fiw	js	ls	ac	intent
1.701							
0.221	1.096						
-0.578	-0.294	1.550					
-0.257	-0.213	0.652	0.873				
0.507	0.384	-0.561	-0.440	2.273			
0.157	0.235	-0.176	-0.108	0.330	0.284		
0.515	0.292	-0.521	-0.461	1.007	0.233	1.653	
-0.645	-0.394	0.751	0.490	-1.143	-0.336	-1.084	3.117

Personnel without Dependents sub-group Covariance Matrix:

predict	fs	wif	fiw	js	ls	ac	intent
1.654							
0.223	1.161						
-0.497	-0.159	1.572					
-0.229	-0.205	0.761	0.906				
0.560	0.433	-0.558	-0.444	2.864			
0.179	0.171	-0.188	-0.140	0.328	0.290		
0.369	0.314	-0.580	-0.517	1.031	0.251	1.666	
-0.398	-0.362	0.847	0.624	-1.320	-0.315	-1.427	3.384

Appendix D: Survey Respondent Comments

SURVEY COMMENTS

- The AEF concept isn't being properly applied to tanker bases. Currently we cover nearly every AEF at several locations at one time. There is no down period to regroup. An effort should be given to align the given tanker wings with an AEF rotation, and other taskings. Even while participating in an AEF we are tasked to the point of not having enough people on station to properly complete the flying hour program. Proof can be seen in our QA stats, and overdue training. We have an associate Air Reserve unit that flies our Aircraft, about 30% of the flying on any given day. But only provides about 40 ARTs (air reserve technicians), less than 10% of our manning. That statement doesn't even take other squadrons that are directly effected by aircraft maint. Very often these technicians are working unit duties in the office rather than working normal AFSC.
- The AEF concept sounds good on paper, but the air force has too many commitmentments for it to work properly. why are people deployed in support of operation "enduring Freedom" not being rotated out? there are plenty of others to take their place. Places like PSAB need to be either short tours or closed completely. Deploying to places like that every 15 months to do nothing is complete BULLSHIT.
- I am a First Sergeant at McConnell. When McConnell gets a tasking, the shirts are picked off the top of the list, when they return our name goes to the bottom of the list. There have been no problems, to my knowledge, with one of the shirts filling the First Sergeant position.
- Recent events since Sep 11 show vulnerability of AEF concept. While some deployments have followed AEF construct, Stop Loss and other actions illustrate that AEF is only good for peacetime, "steady state" scenarios. Despite the relatively few aircraft deployed, a disproportionate number of members' lives have been disrupted. Operation Enduring Freedom is not a massive commitment of major forces and the intensity of conflict is relatively light (vis a vis Kosovo and Bosnia, for example); still, the AEF rotation schedule quickly broke down.
- Too many variables at this time I think to speak of the effectiveness of the AEF concept. Although the days of Palace Tenure type taskings have decreased, we still see many short notice notifications. Our biggest challenge is in specific career fields such as fire truck mechanics(2T332A). In a critical field such as this, retainability remains a struggle as these guys are just over tasked. We fully understand this is not the only career field facing such struggles, but I don't see

how this situation will be remedied without increased manpower authorizations. Someone really needs to think out of the box on this one to come up with some way to keep these guys.

- We have 2 AEF packages and 1 AEW package here at Cannon. One of the problems I have with the AEF concept is that once assigned to a package you cannot be changed except for extreme circumstances. Those of us on AEF are basically guaranteed to be deployed once a year while AEW people go on the bubble but have never deployed since I have been here. This is unfair to those of us on AEF spending 3 months every year in the desert while AEW goes nowhere or if they do go they are usually used for filling in stateside TDY's that most people actually WANT to go on. Personally I think the AEF is not a bad idea but its implementation has been bugged with problems. Also, I am sick of hearing the blatant lie by my leadership telling me that the AEF concept "Keeps you home more" because that simply IS NOT TRUE! There are the same amount of personnel and the same amount of slot to be filled in deployed locations BEFORE there was an AEF concept. The AEF concept did not magically wisk away slots in Saudi...it ha made it easier to plan when you will be deploying for the most part but it has in no way kept anyone "home more" except for those on AEW who never go anywhere.
- I did not understand questions 41 - 46. Are you asking if work provided the support or from my personnal life or both?
- "I deployed with Cannon AFB last year as the dedicated analyst for a fighter squadron. Even though I was the only person out of my shop to go on deployment with the fighter squadron I felt that I fit in with no problems. However, while deployed I worked extremly hard to make things work. I learned how to debrief because my debriefer was ""short"", I learned how to process screens for MOCC when they were unavailable, and I learned how to schedule jets in CAMS when I could not locate the scheduler.
- After all the work I put in everyday during the deployment I was told by my shop chief that I would not be receiving a medal or any type of thanks since I was not a member of the fighter squadron. I put everything I had into helping my fighter squadron as their dedicated analyst and then told at the end of the deployment that I was not a part of the squadron and therefore I would get nothing for it.
- No matter what position personnel hold in an AEF whether they are members of a fighter squadron deploying or not, everyone deserves equal recognition for the hard work that they complete."
- I feel the aef concept does not workmy spouse is also military, and this is his fourth tdy in eight years, 2 since the aef concept. We have never deployed on our assigned aef's. This is what make it hard with families. I had a 10 day notice on

my last deployment, and i did not go with anyone from my base. I almost had to go again less than a year later, like my husband did.

- I am not assigned to an AEF (I am at HYT and affected by stop/loss, should be on terminal leave right now), but some of my answers are based on my deployment during Allied Force. I think the AEF rotation concept is great. However, there are still too many last minute short notice taskings. These make it harder for units to properly manage their personnel for their scheduled rotations.
- I think the idea of the AEF concept is good, but we don't have enough people in the Air Force to work it the way it should. I don't understand what the "TEAM" and "GROUP" thing is. I just returned from a 90 day rotation in PSAB on 01Sep01. Now I have to worry about deploying to support my unit in Operation Enduring Freedom. On top of that I still have the lovely thought of getting orders to Korea. My base was not the lead unit for this AEF, but since the base who was couldn't support it, we are supporting them with 20-30 bodies. No, I don't think the AEF concept is very effective at all. The AEF concept was supposed to cut down on an individual's deployments and give them more notice of deploying when all it has seemed to have done is increase deployments. Like I said above, I just got back from 90 days on AEF6, now I will most likely be going to support Op Enduring Freedom in March, and I still have to worry about getting orders to Korea. My squadron doesn't have the manpower to support slots to PSAB, a dependant, and independent package for AEF.
- Volunteer opportunities with the AEF program could be changed a little allowing volunteers to take members position with members consent.
- This survey does not allow accurate answers. My unit is currently deployed due to the AEF window and the recent world events. What this survey doesn't touch on are those left behind, the fact that all our technicians were deployed, leaving behind 10 health care providers without enlisted tech support to try to continue on the mission. You request information on the deployed, but how about those left behind to work without support? I am not on mobility, so I will not deploy. But my support staff is gone, and now we have doctors who can't see patients because all the support staff (records, admin, med techs, etc) are all deployed, leaving no one here to assist in patient care. A health care provider cannot do it all by himself. You also did not expand your questions to consider military married to military, but stationed at separate bases, and having different AEF windows, and its affect on morale. If you keep this survey as it is, then at least allow a comment section for each question so people could expand if needed to clarify their answers. Thank you.
- "I love the Air Force way of life and I could see myself staying in till I retire, but the sad thing is even as an officer I will still make more money in the civilian world."

- Even though I have been in the Air Force over four years, I have not had the opportunity to deploy yet. My husband is also active duty and has had to deploy several times and is scheduled for yet another one. Despite the AEFs good intentions, I think that back shops are over looked in that they support several AEFs instead of one or two which puts a constant stain on the shops as far as manning is concerned.
- In my career field we almost always deploy individually, due to manning. I was also made aware that if you are an alternate and you do not deploy you don't deploy again just as if you went. This is unfair. I might deploy every year because I'm a primary, but if I were an alternate I might only be expected to go every 2 years. Maybe I am wrong in my understanding but either way the Air Force should clarify this procedure to make sure some individuals get there chance to go TDY.
- I understand the AEF and work group concepts. Being a 3A0, I have not yet had the opportunity to deploy with a work-group. I feel that there would be advantages to it. ALL individuals need to understand how AEF applies, and to learn that we are doing our job. It's wasn't easy when 9-11 happened to work continual 12 hr shifts or on weekends, but military members need to be aware that things happen. I love my job, love the Air Force, and no matter how my life or personal affairs are going I am more than willing to deploy. I simply wish others felt the same way or didn't complain about it verbally.
- I have never gone on an AEF deployment so I couldn't answer any of these questions. I am also (hopefully) Seperating in July so that also geared some of the answers.
- I've only been in the AF for a few months which would be the reason I'm not very familiar with AEF's.
- At my last base while assigned to AEF concept we always seem to deploy those not in trouble. The ones in trouble seem to stay into trouble. Have them deploy with us and make them feel part of the team. If you have bad apples you weed them out. Do not leave them behind so when we come home we have another mess to clean up. There extra duties should be performed with us. This makes them think a little harder about the mission at hand.
- "The AF is undermanned through bad management and is now in a downward spiral with those that are left and overworked - the kids being recruited are smarter and smarter and less likely to put up with military culture, such as the enlisted/officer ""caste system"" - to the young possible recruit looking at the military, they see a culture that is being left behind by the American public culture. saluting officers is losing its appeal more every year. As an example of

backwards thinking: AETC implements a program requiring/encouraging senior NCO's to wear blues on public aircraft, in the hopes that young possible recruits will be attracted to the AF - maybe the AF should actually poll the targets and see what their reaction is to seeing a stiff braced in uniform for hours on a plane –

- i loved the AF until 5 years ago when overdeployment started stressing out the organism and now commanders treat troops with less respect - the quality movement was the hieght of our evolution and now we have actually taken some steps backward in the arena of mutual human respect
- went to korea for a year - the military was cheap - very little support for the family - \$100 seperation pay didn't even pay for half the phone calls - why didnt the AF support sending the family over into a country that has the resources and modern facilities to do so? - no school support for kids etc. ready to retire"
- I have never deployed and would like the chance. Why does it seem that some squadrons get to go all the time and some don't? I joined the military to see the world and travel however, all I have seen is Texas and Arizona...basic training and my first duty section! I would like to see a better rotation. I left a lot of blank questions for the reason that I have no information on deploying...since I never had the opportunity.
- Although I am a 3-level and it is rare that 3-levels or 5-levels get deployed in my career field, it would be nice to get that experience so that when I reach 7-level status, I will feel more comfortable on a deployment since I got to work with the 7-level before me on a previous deployment. It would make for a more experienced and prepared force. It also seems as if most people who get called to deploy seldom want to go whereas the ones with the desire to go and see and do in the field get left behind to hold down the fort. This could potentially hurt morale to tell a person who desperately wants to be deployed that they can't go. Other than that if the AEF program is implemented as outlined, this program sounds effective and organized and something I would very much like to experience for myself one day.
- The AEF concept was good on paper. I feel it does not work for Security Forces. Now I know with the "new" OEF it is totally broken. Now everyone is talking about all rotations going to 6 months which I feel is totally broken. Maybe we should shut down some of the "rotations" instead of adding more and more of them with the few personnel we have. Making all rotations 6 month will definately push personnel to get out. I have almost 14 years in and I'm thinking of getting out. My family means more to me than any "TDY" to the desert ever will. I have a working wife unlike allot of Military families. When I'm gone she has it very hard trying to balance a career and a family on her own. I it to bad the military does not conform to working wives or husbands. I feel the whole TDY

thing has gotten out of hand. Hopefully I will be quoted on this and actually heard.

- The AEF work-group concept is particularly tricky for us small career fields. I have not deployed since the AEF implementation. I was, however, picked up for an out-of-cycle deployment in response to Operation Noble Eagle, Enduring Freedom, with a 3-5 day turn-around. Plenty of time, however, there was a lot of talk and consternation with regard to the actual tasking. All in all, I like the concept, but again, with small career field, staying with the AEF rotation concept, we run into problems every time an individual PCSs. For instance, when I PCS it is unlikely that I will remain in my current AEF due to Command and base requirements. I will be reassigned to fulfill the mission at the given location.
- The few times I have been deployed the Fighter squadrons use us as menial servants. The only time there is any friendship is when they want us to make something for them or when they break something. It is the job of the fighter squadron to use and abuse us. Do i think this will ever change? Not likely, the only thing we can hope for is that we deploy with competent Supervision people who will make sure we dont get stepped on and this doesnt't happen often. We usaually get stuck working for some Staff sergeant or in some cases a MSsgt from another career field that is clueless as to our job description and what we do. We spend the next 120 days getting jerked around and bent over.
- This concept is not 100% on line. You still wonder whether or not you are going to deploy. With our shop manning, you really don't feel safe. You're almost always "on the hook" or deploying.
- We have endured the draw down in the mid 80's, served in the Gulf War and every remaining deployment since the war and gave the AF the initial data for the build-up for the current AEF program and filled in all the TDYs in between! Do you have any current heath problems resulting from your enlistment? If you gave someone \$30,000 how would you expect him or her to perform in there duties?
- "I have deployed four times and I have always deployed as an individual and not as a part of an AEF team. I have loved my job and the people I worked with on every deployment I participated in. When I am deployed, I am there to work and and give 100% to the mission and what needs to be done. Yes, I miss my daughter when I am deployed and she misses me but she also understands that I am in the Air Force and Air Force members go where then are needed. While I am deployed I do not need to be with numerous individuals who know me and are constantly reminding me of home and what I am missing there. I prefer to be with individual who do not know me and that I can get to know and disscuss current events that we have in common at our deployed location. Additionally, I prefer to have some input as to where I am going and when I am going. Our unit had a list that consisted of all individuals assigned to our unit. Each deployment was

documented on this list. You could look at the list to see if your name was coming to the top of the list, which meant a deployment was in your near future and plan from there. You could then look at the projected TDY's for the next year and volunteer for the one that you wanted to fill, location and cycle. This is the method I prefer to use."

- To many questions. KIS. AF life is still tough on the family and the AD member.
- "I do not support the AEF concept because it has done nothing to add predictability for my men and it eliminates the choices for commanders. I say it does not add predictability because UTCs have changed buckets between AEF cycle 2 and AEF cycle 3. I was in AEF bucket 10 during cycle 2 and bucket 1 during cycle 3; essentially I am not to deploy for 6 months straight. If you want to document specific examples just look at the EOD UTC taskings.
- Tired of doing more with less!
- This survey does not pertain to me. I have never deployed in my 13 years of service and have a very small possibility of deploying in the near future. However, my active duty husband deploys quite frequently and is currently deployed. This survey would provide you more information if you sent it to him and asked how it has affected our relationship and the relationship with our daughter. Also upon his return hopefully in Jan from a classified location, he is expected to deploy again in Feb for AEF.
- upper management leaves a lot to be desired.
- "When the AEF program started, individuals in my unit were not assigned to a particular rotation for the duration of their assignment at Cannon. Some people were assigned as alternate on one or more rotations while being assigned as primary on another. At that time, all the rotations were for odd numbered AEFs, which were scheduled to deploy to SWA. At the beginning of the second cycle, Cannon's rotation assignments were ""realigned"" to even numbered AEFs, again being deployed only in support of SWA. While I was deployed, I was ""educated"" by ACC and CENTAF personnel on the purpose of AEF, and that individuals were supposed to be assigned to one AEF, and only one, as either primary or alternate, but not both. I am now being told the AEF schedule is once more being ""realigned"", making Cannon responsible for supporting odd-numbered AEFs, scheduled to deploy yet again to SWA. Where precisely is the equity in this? After the third AEF cycle, Cannon personnel would have spent three cycles, approximately 45 months, being vulnerable to deploy ONLY to SWA, with a select few deployments to other locations. It appears to me and several others I have talked to that if the cycles are continually having to be realigned, the concept must not be working as advertised. Of course, if the managers of this concept would leave the program alone for more than just one

cycle, it may just work itself out. Of course, if they did that, someone wouldn't be able to take credit for ""improving the system,"" would they?

- Preparing for retirement in Aug 02. Concerned with the stop-loss program and not being able to properly prepare for my "2nd life". I've enjoyed the Air Force, but it's time to develop a stable life-style with my family and do some things I want to do without worrying about deployments, TDY's and such. The AF is great for single people and couples who can cope with separation for more than 30 days at a time.
- I'm absolutely amazed at the idiocy of the AF and I can't wait to separate. Going on this deployment opened my eyes and made me wonder how we don't kill more people. I'm sick of kissing Saudi ass and working with people (Saudis) who could care less about our mission. Every single step of progress is met with intense Saudi rejection. I'm also amazed that an AF senior leader in the rank of Lt Gen could place a coffee shop in a shack directly outside the headquarters building to JTF-SWA/CENTAF-FWD at PSAB while in the highest terrorist alert possible...FPCON Delta. The person who ran the shop was a TCN, had no escort and could easily watch us come and go from the HQ building as OEF was being planned and implemented. This TCN could easily see the cypherlock combination being punched as personnel went in to the facility because he was only 10 feet away. I'm appalled that basic security concerns were dramatically relaxed so a General could have his coffee. This is only one example of the poor decisions and risk taking I saw while deployed. I take great exception to being placed in a situation where my personal safety is in jeopardy just for the sake of someone's abuse of authority. This AF is not my AF anymore. You can have it! My retirement is approved and I patiently sit and wait for Stop Loss to end. Don't think I'm some slacker who has been in and out of trouble, has had a less than stellar career and has sour apples. That's not the case. My record is outstanding and my career has been flawless. I speak what I feel, and can honestly tell you that my deployment experience was a major factor in dropping my retirement papers immediately upon return. Thanks for the opportunity to provide feedback.
- Deployments should go back to the old way of volunteers. The AEF concept does not work! There are too many positions to fill and not enough people to fill them like the AEF concept was supposed to work.
- "When I was deployed, I was to fill a core position, sent as the wingman, I worked with people from other bases, not my home station. But I really do feel that no matter how good of a job that an individual does in the theater of ops,
- The PRUs and mobility processors need to pay close attention to all reporting instructions, as they may be radically different from home-base standards and differ from AOR to AOR.

- "I am not dissatisfied with the military as a whole just certain aspects. For i have much pride in getting up every morning and doing what i love, which is fight for this country! So don't get me wrong the military has been an awesome experience for me and i wouldn't take anything back but i would love to change a few things, i am guessing just like everyone else. All in all i had a good tdy with the exception of what happened on sept 11 and then it was ok....but that was understandable. Thank you for giving me this opportunity to do this survey and if you need anymore assistance please don't hesitate.
- "-Close the pay gap between officers and enlisted, don't widen it. I feel like a second class citizen and get paid like it too.
- -Leadership should lead by example, not be political pawns.
- -A one year remote to Korea is like a marriage death sentence for most people. Will I become an alcoholic if I go to Korea? Word on the grapevine is yes!
- -Military married to military should never be asked to leave their kids with somebody else. I still think anybody serious about their family's well being should get out instead of being asked to leave for months or a year at a time "
- AEF is a good concept for instalations, but what happens when an individual PCS's from one AEF prime base into another AEF prime base. Many of us have AFSC's that only allow certain base choices. In other words- You can stay AEF prime for 3 years. This has happend and is still happening today.
- When deploying as Security Forces you don't have these names like "work-group". The major problem with the Air Force to day is "we" are not a military entity. The SF are one of the few that still function as a military unit. When I step into the office it is good morning TSgt not hey Bob. Many of these "work-group" concepts you refer to are tearing down the back bone of military employment. When a troop of mine is given the order to defend the base. I expect, yes sir! Not, who me? or where is that written? You preach this AEF concept yet we continuously send our unit to the same location (PSAB). Fortunately fo me I have been able to avoid that particular base for other bases in the AOR. So I know it possible to get other TDY locations. My fellow airmen are not so lucky and have nothing to look forward to except the same (PSAB) deployment. Then expect us to perform as soliders yet treat us as luggage. I know there is more than one base to send an AEF to. You do the math and talk to the bases that don't deploy as often. I talk to people all the time and ask when were you in the desert? Nine times out of ten the answer is never. Share the load we are tired here at Shaw. I can not relate to your "business mentality" when I am in the military. 13 people assigned to a squadron a little difference makes in large units. There is nothing more depressing than a 90 to 120 day prison sentence. What happen to pay incentives? V/R

- Although I am assigned to DM and I deployed at the same time they did to the same location, I deployed as a core slot not as a member of the fighter squadron. It still made things easier for my position because as a QA inspector I worked closely with all fighter and rescue squadrons that deployed. Knowing some of the key personnel and how they work made my job a little easier. The AEF concept works but the communication process needs to be improved. Knowing when you're going isn't enough. Knowing what to expect when you get there would alleviate some of the stress that a lot of people feel. I think all personnel should be required to deploy at one time or another. I see a lot of people make excuses why they can't deploy and supervisors who let them get away with it. The deployment windows are nice but they don't really work for me. I volunteer to deploy during portions of the year when I know that my family doesn't have a lot going on
- "While I think the overall creation of the AEF, AEW packages was to try to ease the deployment burden on personnel and their families, manning in the 2W0X1 career field here at Cannon is not sufficient to fill two AEF's and one AEW. We may have 160 personnel assigned (appx. 208 authorized), but they are not all deployable. This means, personnel get shuffled around (even if it is temporary) from one AEF/AEW to another to fill shortages made by those individuals who did not plan leaves around their windows for deployment or were tasked for other training TDY's. Under this concept we have personnel that may have just completed a TDY or time on the bubble scenario that are placed on the bubble again to backfill. Here at Cannon we have folks assigned to AEW on the bubble 8 months out of a year, every other year under this four months on four months off rotation. I was assigned to the AEW two years ago and am now on an AEF package. Understanding that they say that when you're placed on a package that is the one you stay on, however, someone forgot to tell that to all concerned when looking at creating packages. And a statement made by an ACC group of personnel that visited Cannon earlier this year to brief us on the AEF concept, the way I and others understood it, ONLY the Air Force Chief of Staff could waive requirements for swapping personnel on packages. This is weak at best, by the time a waiver is routed for approval/disapproval, the personnel would be off the bubble again. One more reason why leadership would not to forward a request. I would be curious to know how many requests are received for his signature a year, might make someone ask the question why don't we get these. Guarantee Cannon has not sent a request. Please don't take this as a complaint against the concept, just stating the way things work at ground level versus the way they were created on paper. "
- The AEF concept does not work effectively in the small career fields like contracting. I also don't like the concept. I prefer the freedom to be able to volunteer for TDYs that come up and not be limited to a window. I would rather be deployed than to be at my home station and I think the Air Force should allow individuals such as myself that opportunity. I understand the need for stability for

some career fields but contracting does not deploy as much as some of the other career fields.

- Team deployment concept is not in-place yet for CE. It is really starting in AEF Cycle 3. Predictability is out the window with AEF Cycle 3 bucket changes.
- "Issues with AEF Concept."
 - Lack of knowledge of a specific base's AFSC numbers and skill sets. Constant information requests from MAJCOM for this info
 - Suggest each Squadron updates a WEB based personnel status through their Base Functionals of the total assigned AFSCs and their skill sets as they relate to AEF codes
 - Conflicting messages on the ""real Mission"". Is it in-garrison or is it AEF?
 - Which has the higher importance, Theater Deployable Communications (TDC) or AEF?
- The AEF concept is geared toward the flight-line people and does not even come close to taking into account the back shops. We are effected by EVERY deployment and TDY. It's great that the flight-line only goes once a year and the ones and twos for core or whatever the rest of the year. The back shops on the other hand have to belly up every time someone goes any where. The amount of people you are forced to send are ridiculous and then the amount of times we fill core slots at locations we don't even have jets deployed to..... who thought this was a good idea. We could talk about the differences between how aircrew and maintenance people are treated, tents opposed to hard billets, pay, the ability to swap out, but I suppose you will give me that old song and dance about crew rest, think about this, the best pilot in the world in a crappy aircraft isn't going to be very effective. In closing, we have guys who volunteer to go on every deployment that comes up but the stupid restrictions you have imposed won't allow this to happen. Again, who in there right mind thought this was a good idea. Am I the only one who thinks a guy who wants to be TDY will do a hell of a lot better job than someone forced to go!!!!!!!!!!
- "the recruiter never told me I'd get deployed or even go on tdy's. It would not have affected my decision to join, I just don't appreciate being tricked.
- I really hate deploying, that is the one thing in the entire Air Force that draws me away. I deployed like a mad man when I was a cop, now I have retrained, it's not so bad, but the constant PCSing and tearing up roots is strain enough, the TDY thing is just almost about to push me out the door unless something changes. Maybe the US military can get its nose out of everyone's business and take care of our problems at home, where was the vote that declared us to be the world's police force? I know I had no say in that, and a lot of the countries we are in would wish

us out as well.. change is what is needed, not putting a bandaid over a 2 foot gash.

- "Comment #27 states: Air Force deployments keep me away from my family more than I would like. The reason why I marked this area low is because not only do I deploy but my fiance also deploys. In the last 2 AEFs I have been a part of, I deployed for 90+ days only to return so he can leave. The first time, I returned, we spent 6 days together then he left. This time I returned, we spent a month together, and he left. He is also a dog handler so he deploys for 120+ days.
- Other than that I have had no problems with my deployments. Everytime I deploy, I think when I return there is no way I can possibly top my last deployment. Everytime I am proven wrong. Even though I do not want to spend a majority of my time on deployment, I still have always enjoyed my time when I'm gone. Thank you-
- The only deployment I've been on was escort tdy to psab
- At the current rate I will be deployed 3 months of every 15 months. That is not at all appealing!!
- I have listened to many briefings on how the AEF concept is "supposed" to work. However, in reality it isn't implemented according to the "rules". For instance, the base is supposed to name a person to fill a certain rotation. The last several months are supposed to be being spent preparing for that deployment. Instead, someone is named last minute and the person has days or weeks to get ready. The feedback back is that everyone is subject to deployment at any time and should be ready at any time to deploy. That makes day to day life very stressful and isn't realistic. Members have jobs to do which they are doing with less manpower. They simply don't have time to get themselves ready to deploy. To top it all off, by not naming a person, nobody is getting the advantage of not facing a deployment for 15 months in the event they don't have to go. Consequently, members are getting notice too late in the process. Not fair to anyone. Lastly, I have heard too many JAGs talk about how they want to deploy (defend country, single, want excitement, career progression etc.)but they can't because they aren't at the right base or in the right job position. Then on the other hand, you have people being deployed who don't want to due to family situations etc. It isn't that those who don't want to deploy love their country any less but if they have really young children at home or a sick loved one or a baby on the way, they would rather do their job in a geographical area close to home. Common sense would seem to dictate that those who want to go should have sort of first dibs on going. I know this won't work for all career fields, but in the JAG career field, we deploy onzies and twozies rather than large groups. I love the Air Force but the idea of leaving my three children under 5 and my husband who is enrolled in medical school has created a significant amount of stress. Combine that with incredibly

undermanning, life in the Air Force is unusually stressful these days. In concept, the AIF concept is good, it just needs some tweeking!

- I believe the AEF concept is a good one and will be very effective once all of the bugs are worked out. The only issue I have with it presently is that I have been on either AEF or AEW stand-by nonstop for the last 12 months. I have been fortunate enough not to have deployed during any of those times. However, my understanding was that once you were on the bubble, you were not eligible to go on the bubble again for 12-15 months (I forget which). When I questioned why I was continuously on stand-by, I was told because the base had been tasked and I was the only one who was qualified to meet the requirements set forth in the tasking and that had not recently deployed (within the last year). Seems to me that someone in a position of authority should come down with clear cut rules as to when a person can and cannot be placed on AEF stand-by and distribute it out to everyone in the AF so if your boss is doing something their not suppose to, you will have the guidance to bring it to their attention.
- Overall, I am happy with my USAF career. My significant other and I have not been able to have the same duty assignment together and this certainly creates mixed feelings about my employer. However, I would not allow my personal concerns interfere with my job performance or attitude. Simply wish we could be together!
- All inputs are observations of other's stories and not related to any personal deployment experience.
- "I am medically non-deployable so answers are skewed! The AEF concept is not flexible enough to allow for non AEF deployment scheduling effectiveness. We have people who deployed 45 days for ENDURING FREEDOM who now after 30 days at home now have 90+ days to deploy to SWA and some people who did not deploy at all!
- We need the flexibility to use folk based on actual # of days TDY not on ""countable"" ones only. "
- I am worried about deploying next year because i am going to get married June 4th.
- It would be more desirable to troops if bases deployed to different locations from year to year instead of the same one each time.
- I deployed to Qatar on two days notice to be a safety board president. Other than this deployment I am not part of an AEF. However, I love the Air Force and would be happy to fight or service anywhere any time.

- My Flight uses a TDY list that ranks people on when they were deployed last (Like the old days). I know this is not the AEF concept, and for that matter our planes don't normally deploy. Now we are deployed, and we are supporting other AEF commitments (ONW, OSW).
- "Being a single mom with two kids, getting them situated and changed to new schools was challenging. I tried to find provisions to take permissive leave to drop my daughter off, since the only reason she was going was because I deployed.
- I was told there were no special provisions for single parents in the regulation, hopefully that can change, since the number of single parents is increasing.
- It seems a lot of talk and money has been spent on AEF, but not much has really changed. Kind of like the Quality Air Force bandwagon. Nothing really good or permanent ever came of it. Except maybe some good OPR/EPR bullets.
- I have never deployed and am not deployable till I have 2 years time in service. Many of your questions deal with deployment issues about which I have no experience, and are announced as excluded for non-deployed status. (See questions 102-111)
- Every time I have deployed it has been as an individual to a base where nobody else from my base deployed to. We all train together, but only the pilots and maintainers deploy together. We support folks never deploy together. Also, my base was moved up in the AEF cycle from AEF 9 last year to AEF 7 this year, so we actually deployed 9 months after we returned. So much for predictability.
- I Have been in the Air Force for 11 years now and have never been on a deployment. I've volunteered several times but never have been sent anywhere. I keep hearing about all of the people who are getting tired of going on these deployments and wonder why I have to stay and the same people keep getting sent over and over again. I thought that is what the AEF was suppose to fix. the same bases get tasked all the time. The big ones first then the little ones fill in the holes. I would love to go on a deployment some time and pick up the slack for one of my fellow airmen who constantly get deployed!!!
- The AEF concept works well for fighter squadrons and folks assigned to a fighter squadron. The Munitions flight dosen't support one squadron it supports all squadrons. The number of personnel deploying will depend on how many planes it takes. It would be better, I feel, if we didn't have to use the AEF work group, concept. Most of the time the deployment requires a certian skill level or a certian job discription. What we end up doing is swapping one person from one AEF cycle to fill the requirement for another one. Under the AEF concept we are not suppose to do this, my understanding is if you are assigned to an AEF Group you

should always stay with that group no matter what, that isn't always possible. If we try to do a reclama, the upper level of supervision doesn't want to here we can't support a deployment. I also feel we get overtasked when we deploy. For example, our last deployment for AEF 9/10, Langley 2W0X1's were tasked with supporting Avionics package, ECS slots and TCN slot. We were able to reclama the TCN slot, do to supporting Operation Enduring Freedom, but another flight in EMS had to pick it up. I feel other units that are not supporting an AEF package should pick up the TCN slots. I feel using Munitions personnel is a waste of manning. You are taking personnel away from home station, who are needed to support the daily flying missions, or are needed to support local TDY's. Example the Red Flags, WIC's, WSEP's. Now if our manning was at 100% I don't feel this would be a problem. Bottom Line AEF works for personnel assigned to a fighter squadron and not back shops who support the whole base.

- "I feel that the AEF concept is fine for now, but I love deploying. I am limited now because of AEF. I have been mobile for 18 years and not being on the road for at least 250 days a year SUCKS! The first half of my career was Electronic Installation (E&I under AFCC), then I was Air Mobility Comm (AMCOMS). Now I am fixed comm due to fewer and fewer mobile untis. My family has and will always understand and support me 100%. I am a rare breed because I can deploy anytime, any day, anywhere. In closing, once stop loss is over, I will retire and leave the air force after 21 yaers of service. It's been a blast!"
- I have never deployed on an AEF. I've been on many UTCs, been part of many teams, but never deployed. My bosses won't let me because I'm needed at home station. Hence, a lot of my answers are based on running the deployment process through the Personnel Readiness Unit (PRU). In AMC, AEF is not fair nor followed. The Ops folks go for 30-35 days, support goes for 90-120 days. Ops may go 2-3 times a year, but their days never quite add up to what everyone else has to do. Units are also very bad/good at continually swapping folks out, so 50% of deployers received only a few days notice. Add 11 Sep, and AEF has become completely ineffective. AF has done a really poor job in communicating the overall concept of "Mission first" to the troops. On the one hand, they tell the troops "stability is the key" and expect only 120 days max TDY/deployment in a 15 month period. Then, they tell commanders either directly or through various programs like SORTS, FILL YOUR UTCS and they better be qualified. So when a commander is required to ensure only qualified people deploy, he/she has to make the tough call to make people go more than 90-120 days. So, the commander is now the bad guy and the "heros" are the AEF folks who set the concept, but make commanders comply with the mission. For example, my section only has 60% 5 levels or above. I'm tasked for 50% of my authorizations to deploy. You're AFIT students, so you can do the math. I either completely decimate my overhead or I double task folks. If I had to support AEF 3 with all my UTCs, the MPF would be run by a SSgt retrainee as the highest ranking person left. The two major questions are "Has AEF provided stability for the

troops - Yes, more so than past system" "Is AEF being followed as the concept has been briefed?-not by a longshot". Add to the mix the fact someone (AF/MAJCOM, I don't know) is increasing unit tasked codes at all bases, adding significant number of escort duty UTCs and the numbers don't add up. AF stopped being fun because we have different rules for different people, (pilots vs support), we can't do everything we're required to do, so we make it harder by hiring contractors to take our place. Yep, the challenges mount, the answers disappear, but us folks in the middle bear the brunt of getting the mission accomplished. Enjoy AFIT and keep asking questions to programs you can't fix or do anything about. AEF is great to use to tell Congress, "we've provided stability". Other than that, it's just another irritant.

- Your AEF Concept seems to work fine in peacetime deployments, but the concept gets thrown out the window during contingencies!!!!
- I feel that the AEF 90 day window of deployment should be expanded to 120 days. The concept of only deploying every 15 months is not true the way I look at it. If you leave on say 1 Jan you would come back on 30 March, you are then eligible to deploy the following year on 30 March. This only gives you 12 months at your home station before you are eligible to deploy again. The increase to 120 days would give you a longer time between your deployments. I also feel that having back-to-back AEF commitments hurts the base that has lead and sister wing commitments. This puts a great strain on the personnel left to man the home station. You could have upwards of 20-30% deployed during this time. Other than this I like the AEF concept, it gives you a time frame that you will be deploying and allows you to get ready for the deployment. Not a bad program,
- "Many of my low markings on AEF is based on the fact that my job supports more than one Bomb Squadron which means that I can be tasked under more than one AEF. AEF is designed to have a person only responsible for one AEF not 3 out of 5 cycles.
- AEF is a good idea but doesn't work well in practice. At least not with the bombers.
- My current unit does not employ the work-group concept. Individuals are ranked according to grade, afsc and date of last deployment. When a tasking is received volunteers are requested, the slots that are not filled are taken from the rack and stack order that our flight management maintains. Each AEF deployment is comprised of different personnel and it is hard to gauge exactly when an individual is vulnerable. To me there seems little change to us as compared to the old system. There really is no predictability on taskings. If you are first on the rack and stack list then most probably you will be selected to deploy. The process is often confusing for Information Managers, as our career field has a rift where we are used as personnelists and are often told by several different people where

we will go and when. This seems to be a common problem I have encountered, and thus it creates a sense of "who knows when" for many of us. I realize we are to be ready for anything at anytime, but the notification process, while effective for many career fields, does not seem to work well for ours. That may just be my perception from my own experience, but I have run into others who have had the same thing occur to/with them. That is why I plan on cross-training to a more defined career field (3C) where my job will pretty much stay the same, regardless of squadron assignment, which plays a role as to our AFSC placement...(many get assigned to orderly rooms as second-hand personnelists.)

- I was not able to put that I have been deployed over 200 days in the fiscal year of 2001. I have done back-to-back AEF rotations in this year.
- I consider the whole AEF concept much worse than the old individualized system of deploying. When I first deployed in 1994 I was given less advance notice (only about a month), but I was told from the beginning where I was going, when I had to be there, and when I was leaving - and that did not change, so I could plan appropriately. When I deployed again in 2000 under AEF, we were told farther in advance that we would deploy, but we were kept guessing right up to a few days prior just exactly where we were going and when we would leave. That's not very stable and predictable, and AEF was supposed to provide that. Also, the AEF rotation system results in everybody in a deployed location leaving within a few weeks and turnover to the new crew is sketchy (at best) since there is so little overlap time. The end result is that the new crew spends the first month and a half figuring out what the previous crew did (and correcting anything they did wrong), and finally gets into the "swing of things" in the last month and a half when it's almost time to leave. I was NCOIC of a work center at Eskan Village in 2000 and the NCOIC I was replacing left a week and a half before I got there, so I got my "overlap briefing," such as it was, from the lone airman remaining from the previous crew. (Moreover, there was equipment we were asked to use that no one was trained on since the tasking requirements hadn't mentioned it.) Under the old individualized deployment system, rotations were spread out so new people were rotated in gradually instead of all at once, giving them a chance to get "spun up" while previous crews were still there. This made for a much, much smoother transition. My deployment experience in 1994 was much better than the "Keystone Cops" mess we went through in 2000 with AEF.
- "For LDHD missions (SOF, Recce, Airlift, Tankers) the AEF concept does not work. Wings supporting these missions have to support each & every AEF vs just their time in the bucket. Throwing a 90 day deployment in the middle just confuses the issue & creates more instability.
- Ops Tempo prior to Sep 11 was already v. high. With Noble Eagle & Enduring Freedom taskings thrown in, AEF vulnerability/scheduling has basically gone out the window. Squadrons are ghost towns, group staff functions (OGT/OGV/etc)

have ground to a halt, wing staffs are pulling double/triple duty to keep the mission going - Reserve & Guard units are picking up 40-50% of the mission. Bottom line: AEF concept is broke. Morale still high. Commitment to AF & the mission is high. Quality of life is pretty low."

- I deployed outside my AEF which is OK because my career field is small. Myself, along with 4 others had 3 hours notice to deploy. I'm not familiar with the term "work-group"
- I just PCS'ed from Osan AB Korea and my squadron is attempting to refrain from deploying me for a year; which me and my family greatly appreciate. Prior to Korea I was stationed in ACC at Seymour Johnson AFB. There I deployed on AEF IV as a team with people from my squadron and base. Now that I'm in AMC I'm not certain if I deploy with a team or as an individual.
- I really didn't know how to answer some of these questions because I have deployed but it was before the AEF. Considering the days ahead I feel that there will always be that "no notice" deployment. I signed up knowing what my life and career was going to be like in the Air Force. I take full responsibility for it and my family knows that as well. My husband is Active Duty and he feels the same way. I'm proud of my country and to have the privilege to serve it.
- Obviously the current AEF concept in its current time is failing. It was a great concept to get things off the ground, but there are too many commitments out there to continue current AEF concepts. Deploy individually, in core tasks for Operations Northern & Southern watch. The predictability was better planned, and the burden to deploy so many people from one unit was relieved. There were always more people left to get the job done, rather than taxing our resources because a third of your flight and equipment was sent to the desert. Predictability was never a reason to start the AEF concept. Under the old system notification was always at least 6 months,, now under AEF even though you know your window, and can plan, you're always playing catch up after you return, and the lists for the packages to determine who is actually deploying on a given rotation average less than 3 months notification. When you deploy in a team group concept, you take any issues that may exist at your home station with you. The barriers and attitudes are already in place when you arrive, and the majority of the time, they are negative. there is no level of flexibility in the current AEF concept. I don't like being assigned to a particular bucket. and then never being able to manage that bucket within the flight. Your in this bucket and that's it. That equates to poor management. If you have the numbers you can plan, and if your allowed to manage those numbers accordingly you can relive allot of burden.
- With all of the extra deployments because of Sept 11, 2001, I would think that this survey may collect the wrong data.

- Bucket jumping should be allowed. Due to my job in the back shop. We DO NOT deploy with the AEF. Because of that, when the word comes down for us to deploy, I prefer to take my own "hand-picked" work group. And because of the AEF bucket concept. When and support TDY come up (far, few, and in-between) I can not give it to anyone outside of the AEF bucket. As a manager this severely ties my hands. AEF works great for the Flight-line people, but is totally unworkable at the back shop level (CRS squadron). TDY's are a great incentive and reward at my level, let me control who goes every now and then.
- "The AEF concept is constructed to support the requirements of fighter rotations, and is largely insensitive to LDHD-type deployment requirements. Our wing is tasked to support 4 out of 5 AEF rotation cycles, making a mockery of the AF guidance for individuals to be assigned to only one AEF. The AEF center has displayed little concern for our people who must fill multiple taskings (reclaima to other bases doesn't work when they are as tight as we are). Anything that doesn't work like a 3-squadron fighter wing is ignored. Our wing has multiple DOC taskings, but the AEF is concerned with only one, leaving us to fight continually to support other CinCs who feel their ops are just as important with the AEF leftovers.
- In addition, the peacetime, steady state rotation concept for the AEF TPFDD and personnel flow process is incapable of supporting combat deployment requirements in a timely manner. People are asked to deploy without orders because the Byzantine HQ paperwork trail requiring multiple levels of coordination prior to release of a tasking is far too slow to meet the real time needs of units conducting combat operations. We are well trained and frequently called on to conduct our mission on a moments notice, but are continually frustrated by a bureaucracy that can't keep up."
- First, I would like to thank you for giving me the opportunity to participate in the AEF survey. However, not being deployed, I was unable to answer any questions that were not of a personal opinion. But being a Senior NCO in a squadron that does deploy I do hear to negative and positive feedback. With the positive feedback being the majority. As for my personal opinion of the AEF concept, I wholeheartedly like the concept compared to what we had prior to. Personnel know when they will deploy and know when they will be returning. That is fine with a pre-identified location with continuity set in place, but what happens when "WAR" is declared? People are told they will be in certain locations for a specify timeframe and when that timeframe have come and gone. Mindsets, morale and personalities begin to surface. All because of "MANAGEMENT", Command and Control! Of course, the mission is first priority, however you must understand your people and they must have a clear understanding where they fit into the mission. Communication must flow both ways from the lowest ranking person to highest ranking person within a "Work Group" and vice-verse. Well, I think I

will get off of my "soap-box" for a minute. Again thanks for giving me the opportunity to voice my opinion...even if it's only one.

- I think all members should be considered for deployment whether or not they have minor health problems or not. This naturally depends upon the nature of the physical condition or illness. Case in point; members assigned to my unit are considered non-deployable however they work very effectively on a daily basis at their home station. Members of senior rank have tremendous amounts of responsibilities yet are up rooted to accomplish other tasks. This affects promotion eligibility in which the non-deployable member has time to engage. Just something to consider.
- The AEF concept has no basis in reality and does not take into consideration the hundreds of different scenarios in which we might deploy. The artificial restrictions/limitations placed on us causes far more grief, aggravation and paperwork than the old system of a "hot list" and of course the whole program went out the window after Sep 11. Obviously no foresight on someone's part. It's unfortunate that we no longer have the latitude to select the best or most qualified personnel to deploy. Situations and locations vary, you can't set our lives in stone. No consideration was given to the folks who had to implement this program at base level. Waivers, waivers, waivers, point papers, email messages, guidance, more guidance.....it's terrible! It's micromanagement at its worst. If we are unable to take care of our own troops then fire us and get someone who can. I hope the individual who implemented this plan enjoys their promotion. The rest of us are being forced to clean up their mess. If you haven't gathered I'm not to fond of the topic. I'm the Superintendent of our UDM shop and no one (outside of our squadron) seems to listen or care about our concerns.
- I am currently under a medical limitation profile and have not deployed since 1998 and am currently assigned to a section that does not deploy. Since I don't foresee the profile being lifted anytime in the near future, I would ask to have my name removed from any future AEF related polls since, frankly, my input on this matter is of little consequence. I did answer this poll to the best of my ability using perceptions from my previous section when I still deployed
- The AEF program is not working well. All the rules went out the window after 11 September, and then as UDM's we were told we committed "fouls" to the system because we did what we were told and fill our taskings regardless of AEF assignments. The AEF system does not allow people to volunteer for deployments, and forces those who do not want to deploy to go in their places. As for team tasking, it leaves home station out to dry and does a disservice to those who need the opportunity to work with personnel from other places. They don't know how to work outside of their own small community. I thought we operated under a system of "interchangeable parts" where a 2T2 at Fairchild could serve the exact same function as one from Luke. Guess I was wrong on that one.

The AEF reporting system is another problem. Recent changes have forced us to report readiness in a 72 hour window from today. Why would we do that when we need to project readiness within our windows of "predictability" unless we are poised to throw the system out the window? This new reporting creates a ridiculous amount of paperwork, red tape, etc. that only complicate the UDM's job. GO BACK TO THE HOT LIST, AEF IS FOR FIGHTER WINGS!

- I never had to worry about deployments in my specialty, there were always enough volunteers. But with AEF I'm locked into rotations.
- The AEF concept works for certain specialties. If your unit deploys in support of the aviation packages, these aren't predictable (one size fits all program). Aircrew members don't follow the same rules (18 months rotations versus 15 months). We don't have any predictability for these taskings. Most units had a hot list to give the folks their predictability. If you haven't been, you were at the top of the list. You knew when your name was within the top 5, you knew you should be ready to go. If someone wanted to volunteer to deploy again, they could. True, they still can, but then the question of high tempo days comes into play. While I agree with keeping track of these days, people who want to go are limited. In case you haven't gathered, I am a UDM. While the concept of AEF is noble, people should remember that while it may work for SFS, it creates problems for other specialties. Also, what purpose does the ART report serve? If our functionals don't even look at it, ?????
- For the last two years I have been an Unit Deployment Manager. I have not deployed on an AEF, but have seen and dealt with numerous problems associated with AEF. In theory the AEF concept look good. What is not taken into consideration is some Units such as mine have a high tempo for TDY days off station for many reasons. I believe we have a higher TDY tempo than the Aircrews do. They tend to rotate out while my folks usually stay for the duration. With all of the additional taskings we get tasked with and of course everything we are doing in light of the Sept 11 attacks. I averaged the total TDY days from the last two calendar years for all assigned personnel. It works out to 141 days TDY per person. Taking into account that a fair number of folks do not deploy for various reasons, the actual number of averaged out TDY days is Higher for those whom actually deploy. I think that there should be more incentive for those who go TDY. Like extra pay for high Tempo days??? Prior to me becoming a Unit Deployment Manager I was one of those "guys" who was TDY 140-220 days a year.
- I would suggest awareness for dual military members deploying at the same time, but understand the importance with Air Force needs. I have enjoyed the military service, but looking at cross training into another career field. Especially, to prepare for retirement in the civilian work force. Also, one drawback at this time is approving senior ranking members (MSgt) beyond high year tenure. This

effects the workplace on increased responsibilities for junior enlisted personnel growth. Knowing the MSgt personnel are not concerned with being promoted, just collecting a check and occupying space. Thanks for this opportunity with the survey.

- "I will give the air force one thing they have done a great job of helping me get out on my own. The air force has taught me many valuable things, and they have been there to help when I needed it. My job is just not as satisfying as I thought it would be. I feel great about serving me country even before the events of September 11, and now even more."
- "I am happy with current deployment rates I personally would like to go TDY more."
- I would say that as far planning and getting ready for deployments I would like to see more cooperation with the individual sections as far as what that section thinks it needs to deploy. Instead of being told this is what you will take from someone who is not even in that sections career field.
- I may not be a good person to be taking this survey. For the last 3 yrs I've been geographically separated from my family so that we could continue the educations of our children. Within the next 1-2 yrs I will retire to be with them. I'm very happy with my responsibilities and the people I work with despite being away from my family. Going TDY or deploying are not much of a burden if you're already away from family. Over 20 yrs of my AF career were spent as airlift aircrew....constant unpredictable TDY was a normal feature of life. The things that the AEF is supposed to offer the troops are not what I value all that much.
- "The AEF concept in theory is a good idea. My personnel experience was different."
- I am assigned to AEF 10, and was not called while I was obligated. AEF 1 followed us and were called up. Since I had not been called during my time I was sent with AEF 1. I had no problems with the deployment, but when this started we were told we wouldn't deploy with other AEF's and it didn't work out that way. When we got back I asked if I would stay on AEF 1. I was told no and that I shouldn't have gone to begin with."
- I think the AEF concept is still in work and will be more efficient when it comes together.
- The Core position slots practice should be eliminated if the AEF concept is to be continued. It causes short to no notice deployees. In addition, Another problem with the AEF's as I see it is that some bases seem to have more demands placed

upon them than others. Here @ Langley we seem to have AEF deployments occurring 9 months out of each year, usually for 90 days at a time. With my work center being short manned we could be pulled for any deployment as well as being forced to fill core position. One of the biggest problems is the sheer number of deployments. I believe we could reduce the number of squadrons deployed to ONW & OSW and still do the same mission. We should ask our NATO allies to do more "sharing of the wealth" at these sites as well. 90 day rotations are excessively demanding. Being Single and owning a home Off-base with no adult relatives to share in the responsibilities at my Conus location has caused quiet a bit of worry for me. Home stations today bend over backwards and are quite helpful to married spouses of deployed personnel, yet notoriously terrible about providing any assistance for single personnel. What would really help us is if there were an insurable agency with bonded personnel that could be entrusted with checking up on our residences for us and capable of providing minor Power of Attorney type actions such as ensuring utility bills and do not lapse and get cut off during our absences (the short or no notice nature of my last 3 deployments these were my biggest concerns). At present there are no such agencies to turn to when we have needs that arise and often as not one finds fellow AF personnel are often not supportive, trustworthy, or dependable as in time long past.

- Just in my opinion it appears that as soon as my work center is tasked to deploy the AEF selection process is going to go out the window and people are going to be randomly picked from all packages to deploy. "I feel if desired, you should be able to swap laterally on the bubble. Also people should be allowed to go in the place of non volunteers."
- My wife has a seizure disorder and no one will make any commitment to taking me off of deployment status even though she needs surveillance from 3pm to 11pm. I would like to see it easier for med. people to get off of deployment status
- "The overall idea of the AEF is good, however I don't feel it is being used properly, people are continually being moved to different AEF's within the Wing.
- Although knowing you are deploying at the same time it appears that certain AEF's always cover the holidays so it's possible to be deployed over Christmas (or any other holiday for that matter) multiple years running.
- I feel more work needs to be done to pinpoint deployment times, I understand when doing mass movements this is not possible but if you're deploying as an individual you should know weeks ahead of time EXACTLY when you're leaving."
- change the deployment time to 45 days

- AEF is good concept. It seems fair. I still have the perception that people at Commands and HQs aren't involved in the concept but I suppose they could be. I would rather deploy less frequently but I guess we don't have enough people. I would rather deploy to better locations but I understand we go where needed.
- My responses may be "warped". I have an unusually dedicated family who support every effort at every point. In fact, they are hoping I deploy soon so they can experience it through me. Strange, I know, but it keeps me going.
- If my answers do not seem to agree, it is because I personally am not in a deployable (as of yet) position (Gold Flag) but, I have, however, seen people around me filling holes that are not their job just to fill holes. I do not agree with that. Also just because you're in one "pot", it doesn't mean you can't be moved. These are my observations of AEF. The concept itself has great merit. The application of it, as usual, is where the system breaks down.
- When placing individuals on an AEF they should take into consideration the skill level, experience and previous assignments. Also if they have had training, instead of sending a brand new airmen to all of the training quickly why not use personnel that have already had the training.
- I am currently on medical hold and cannot be deployed. The last time I was deployed was in Sept 00.
- My answers seem a little scattered because I've never been part of an AEF Team. I deployed once to Saudi about 4 years ago so some of the questions I answered because of that.
- Some believe it would be easier to manage the deployment tempo of our people if left to the individual units. Tell us how many folks you need in each AEF, when you need them and what the AF tripwire is for days deployed and let us manage them. The AEF "Bucket" concept has tied our hands to the point that we must break from the "plan" in our high demand/low density sections which increases the short notice deployments and unpredictability of "when" and "how often" (thus, breaking from the AEF concept, but forced on us due to shortfalls not being approved) People in the E-2 to E-7 range are burning out--we have adequate people to perform the peacetime mission of the AF, but have reduced manning to a level far below what is needed to adequately sustain the AEF and contingency mission. Our system and manning is "Broke"--don't stop trying to find a better way, but ultimately, we need to reconsider increasing overall personnel in the AF.
- I have never deployed before, however if I do have to deploy in the rotation (AEF 1-2) I hope they do not wait to tell us when we will be deploying because I do have small children that do not understand. Also, family is not the only issue. Some of us are taking college courses, it would be great if we are able to do what

we need to do to disenroll from college. I know that the "MISSION" comes first, but how are we to do the mission if we are worrying about our family and issues going on in our personal lives. Thank you!

- I don't think the AEF concept is all together fair, When my Base/Wing deploys we always go to PSAB. There are rotations to Turkey but they are few and far between. Everyone knows that Saudi Arabia is a much tougher deployment than Turkey but it seems to me that if everyone shared in the wealth as well as the sorrows it would make things much fairer. Also in regards to TDY pay; \$3.50/day is pitiful. I mean if the Air Force is really concerned with family distress etc. then a better per diem rate would definitely help. It's hard enough leaving your family but I feel that it would make it a lot easier if there was some sort of deployment allowance.
- I had a great career and marriage going before I got here and was victimized by this crowd. Now I've lost both and, at least as far as the USAF goes, I am stuck in a rut so deep retirement is the only sane way out. I still have a strong sense of patriotism and duty so I persevere. But the fact is I've done my duty and it's time I got out of here. Thanks to the efforts of the small minded people I've been stuck with I'm really not doing the Air Force much good any more because so much of my time and energy has to be directed towards self defense and damage control these days."
- The AEF concept as a whole is good, but using the large cold war UTC's causes a problem. The AEF is for small modular UTC's and the cold war UTC's should be scrapped and redone. Also, telling people that they can predict when they will deploy 15 months or more ahead is unrealistic. Especially as short handed as the AF is, certain bases are hit in every AEF to support one or the other, especially Dyess that supports ACC and AMC, but we do not have the manning to deploy both and support home station operations. I am a UDM so I have a broad understanding of this process at Dyess and this is the truth, Dyess is hurting as is every other base I am sure.
- "Question #3 - I have deployed within the last 12 months and I am deploying again in less than 3 months.
- Question #4 - I was told to pack my bags for a Dec tasking, then told Jan, then Feb, then Mar. Now we're being told Feb/Mar. It would be nice to know which month - this is wearing my wife out. I don't even tell her what's going on anymore - she doesn't need the roller coaster ride."
- When will the AEF Center realize that the "AEF" Concept is great for wings that deploy with aircraft, but for support personnel it only taxes us harder without any relief at home station? Prior to implementation of AEF, we had no problem filling all tasking with volunteers. But now, with the AF trying to manage flights

from a HQ level, our hands are tied. An example, if a member is associated in PCIII, MILMOD, with AEF 6 and is pulled for medical reasons, cleared after the window for AEF 6 closes, that member is unable to deploy until the following years AEF 6 rotation comes up again. I understand that there need to be rules in place, but there also needs to be an avenue to better control our people and their usage. If anything, I believe that the AEF concept has convinced more people to retire or separate than provide stability to members who decide to remain with the Air Force.

- The concept of the AEF is correct if it was to work correctly then life would be good. Trying to pick up an entire installation and moving it does not seem the smart way to do business, but the caliber of personnel make this function happen. With all deployments that are out there the perception is that we still have the same if not more people gone at one time, the only difference is that we have a little bit more notification of when we are to leave our home station. My last deployment to PSAB we had 54 people in our flight from 33 different bases, that in it self tells me the AEF concept is not working if we are all suppose to be a working group deploying out from our home stations. The AEF helps with known deployments but does nothing for us when we have the little 911 calls from around the globe and we are sent in to rectify the situations abroad. Hope this information that I submit will help in finding a cure for the problems with this system. Have a nice day.
- survey not well designed--many questions did not pertain to someone who has not gone on an AEF rotation or is assigned to an AEF (See question 2). Over half the questions should have been N/A for me. Additionally, many units have fight in-place UTC's as does mine. Recommend writing questions which address that aspect of AEF
- I would love to make a career in the Air Force. I made BTZ, Staff my first time testing, I am almost done with my CCAF and I am still a first term AMN with 5 months left of this enlistment. However, I have a 10-year-old daughter and a 2-month-old daughter and my family is also very important to me. My husband is also active duty in the Army and we have both made sacrifices. I will get out of the Air Force, as much as I would love to stay in, because I feel my children should be able to rely on the fact that one of their parents will remain stateside and I can't do that under the current AEF system. I feel individuals that want to deploy should be given first opportunity to volunteer and then draw from the AEF so that people such as myself do not feel like they have to choose between 2 things that mean so much to them but in different ways. If I didn't have deployments hanging over my head I would stay in for 30 years and given my conduct and progress thus far, be a Chief when I finally retired.

- You have no place for AEW members to comment. We are part of AEF, but not part of the AEF rotation. Missing a big piece of the AEF concept by ignoring/forgetting this aspect.
- I have not yet deployed under the AEF concept. We still see individual taskings and or taskings for only certain personnel of a UTC. I am assigned to a UTC for AEF 1 and I know that AEF 1 window is Mar - May, however I'm told takings will come down putting us in place before the window and that we will must likely see individual taskings instead of an entire UTC. Also I have not been advised of any actual takings yet so I don't know where or even if I will be tasked. I just know I'm vulnerable.
- I left some questions blank. I was scheduled to deploy with AEF 9/10, but due to a pregnancy am unable to deploy. However, I do not like the AEF concept. I have deployed in the past and was much happier deploying individually. It gives you the chance to gain knowledge & experience from others. When deployed with people from your home base, you don't learn anything new, & you don't have as much opportunity to make new friends. Half the fun of deploying is that you get to get away from the people at work that drive you crazy. With AEF, you get stuck working with those people! With individual deployments, its a volunteer basis, and those that deploy are excited & ready to go. With AEF, everyone has to deploy whether they want to or not. It doesn't make sense. If you have single airmen who want to deploy & married airmen who don't, why force the married ones to deploy while the single ones man the home base b/c it's "fair"?
- I answered these questions due to a deployment prior to AEF (Sept 99- Jan00) We were fulfilling a Unit Integrity for another base. I was given a 6 day notice and went in place of my supervisor. There was no alternate and I was picked. I'm a single parent of 5. It was not easy, but I did it. There has been an AEF deployment since then and I have seen people get out of it for lesser reasons than I had to not go. It was hard on my mother and she is no longer able to take care of the kids. I do not mind deploying, but for the welfare of my kids, I decided if I am unable to deploy, I should retire to keep from taking up space and avoiding AEF deployments. I have watched the selection process in our squadron for the last two deployments and am not impressed with the way it happens. Previously I have seen spread sheets of those that deployed and when they last deployed in an effort to be fair and to prepare those deploying for the next cycle or tasking. I also see people deploying out of our AEF cycle which makes our rotation every other year when it could be every 2 years if we were not tasked out of cycle. The last out of cycle rotation took a newly assigned TSgt that had approximately 57 days on station. She also had divorced 2 months prior to reporting here. Although she went without a fuss, I think someone should have realized all the high stress factors in her life and turned down the tasking. I know management works with what they can, but there should be a better process on station to better prepare the individuals than what we have here.

- The AEF concept seems to work well unless you support 5 flying squadrons like we do. Then we lose 12 people out of a shop of 45 that is already 15 short to start with. It makes the people that are left behind have to work an abundance of overtime just to get the work at home done. Also my spouse is military, and we have trouble being put on different AEF's. We have no problem with both of us being deployable, we know that is our job, but it makes it really hard on family life when we have to worry about who will watch our kids for 4 months because we are both deploying.
- I am former ANG. I was deployed to PSAB. AEF is a great concept for Active Duty, but the 2-week deployments of the ANG are wrong. People were not reporting to duty on time and others had to work 24 hr waiting for them to come in. They thought they had "a couple of days to prepare" before reporting to work. I was ashamed that I was in the ANG at that time. I volunteered for the longer rotation but others didn't and it was hard for the AD member to keep training those coming in for 2 weeks. It was more work added on the Active Duty member.
- "This work group concept is fine for the flight crew and those that deploy with aircraft. I am a TMO troop..on a typical AEF we will send anywhere from 0 to 5 people even though we can be tasked with as many as 15. We typically don't fly out together as a group nor do we all work in one area as a team. Yes we fly out with others from our sq and others from the base but we don't typically know those folks and don't usually see them at the deployed location sometimes. Let's say 6 people from my office deploy to the same location, 3 of us work in passenger service and 3 of us work in freight, we are not team dyess...we don't have a group supervisor or anything like that. We get there and mesh with the other TMO troops and at that point we do our best to be a deployed team. That team may consist of 9 people from 3 bases or 9 people from 7 bases. The AEF Work Group is a great concept for a team deploying with an aircraft but for us support units it doesn't quite work the same way nor does it have the same effect. It is also difficult on the office when these deployments occur. We have enough people to do the job but when you pull 5 to 10 people that makes the work load and the stress level very difficult for those left behind. You now have half an office doing the job of a whole office. We do benefit from knowing the approximate time we could deploy if called.
- Another item of concern is the tasking requirements. We get all these taskings with line remarks that make it almost impossible to send anybody but our 5 levels and higher. We have a lot of airman in upgrade, most of the time we can not send them...so we end up exhausting our NCO supply with leaves few supervisors behind to do the job.

- The AEF idea is a great idea but it is really aimed at planes with their flight crews. I think a harder look needs to be taken at how the AEF concept effects the ECS units. Though it allows for planning, it still stresses the units. When they pull large amounts of folks from one sq or office, it leaves distressed folks behind. Also recently our squadron was assigned to AEFs 2,6 and 9. The powers that be..somewhere changed our AEFs. We are now on AEFs 2 and 8. That means lots of folks were moved around. We have some folks that are on standby with the possibility of deploying back to back. These folks are gonna be on standby for 6 months if they don't deploy. We also have folks that may deploy twice at Christmas, this Christmas and next. Even if they don't deploy they have to be on standby which adds stress to their holidays. Is this going to be a normal thing? If so then there isn't much predictability in that.
- I understand that this whole AEF thing is in it's infancy stages and that there is much to be learned and improved on. I hope that my comments, which are shared by my co-workers, can help make the AEF concept 100 times better and more conducive to those of us who do not directly work with a flying unit.
- I think the AEF concept is a good one, however, reality has shown me that even with the AEF concept you can be called to deploy at any time as an individual or a group. I feel you cannot put one concept in an egg and say that this is how it is. Even though I understand the need to do so, the AF needs to keep open and constantly adapt to change. As is, we keep an idea until a war breaks out then for political motives somebody coins a new concept, and there we go...Enough said."
- My current AFSC is not the same as the one in which I deployed - 3E371. The AEF team concept is great -- on paper, assuming a steady amount of taskings. Unfortunately reality demands we respond to several locations in addition to the steady-state tasks with the same amount of people and equipment. I believe the vast majority of USAF personnel understand and accept that faced with the events of 9-11 the AEF rules had to bent or broken to get the job done. We are just wondering whether this is going to result in two or three more "temporary" peacekeeping/containment missions that we will still be involved in five years from now - without a corresponding increase in personnel and equipment?
- AEF is a great idea, but the air force has a serious manning problem and won't admit it. We need more folks to do all the jobs our leadership wants us to do. If our manning was fixed, AEF would be more likely to work as advertised.
- "AEF is like quality--positive and good concept, bad execution.
- US Armed Forces = ""Away-team"" police presence
- On some of the questions it is hard to determine whether you mean for the deployment coming up or the one prior. I am on AEF 2 and on the last

deployment, we had ample notice. For the one coming up, there is a lot of confusion with the OEF thing and the AEF thing. I have been told that they are splitting the team, some OEF and some AEF and that some are going for 3 months and some are going for 6 or more months, with the possibility of being gone by the middle of January, and we have not been told anything yet. Some people have been told that are AEF 2 and that they are going in March for 3 months, everyone left have been told we don't know anything yet. The ones that were told just arrived to the base and just got assigned to the AEF team. If I am going to leave as soon as mid January I sure would like to know so I could take some leave to spend time with my family, especially if I am going to be gone for 6 or more months. I was told we are assigned to an AEF team for stability in our lives, families lives, so the squadron can know who is going to be here, alot of different reasons, so to plan on going TDY every 15 months for 3 months, and now it is all changing and all we are told is to remain flexible. There has to be a better way.

- "As an AEW, we have a standby window, but would only have 24-48 hours notice of deployment. The UTC I'm assigned to would not normally deploy.
- I am not on a AEF team, so I tried to answer the questions as if I would be on a team but never deployed. I deployed twice but was not on an AEF. I did go with other members from my home station.
- I am not assigned to an AEF, and very few 4Y0X1/2s are. I have several personnel who would love to deploy, and we are not given the opportunity, because of our jobs. I have 4 techs assigned to an AEF tasking, that uses them for something besides their duty position, and they enjoy it. I wish we could be used more!
- I feel useless and frustrated because I haven't been to BCOT and I'm on a medical waiver right now. So between those two situations I have a hard time understanding what's going on and the people around me are frustrated when they try to explain things to me.
- The number of personnel deploying? Please call Dyess AFB Public Affairs (OPSEC?!). As far as being dissatisfied with my life and the Air Force, it's because I'm at Dyess. I'd much rather be back in USAFE, with its higher operations tempo. After five years at Aviano AB, I deployed 13 times; hell, I even got married while TDY. I have been TDY from this place twice in two years, one of which was under AETC.
- I think the AEF concept is broken. With the continual expansion in theaters of combat (Bosnia, Northern & Southern Watch, Afghanistan, etc.), there's no possibility of AEF working properly. We continually hear about re-alignments in

AEFs, and this goes against the stability AEF is supposed to provide. I am due for retirement in 2003, and if this Stop-Loss is lifted by then, I'm out.

- As being a First Sergeant, the AEF rotation is better suited for us. We get to keep in continual touch with our folks and are better able to help them. We can see our Readiness with a snap shot and be able to know the who and when and for how long, this is a great concept and easier to manage.
- I was not sure if you just wanted AEF deployment stuff or all past deployment thoughts and feelings. When you mentioned AEF, I stuck to AEF. Barksdale has no UTC's with 46N3's at the moment. Other fills for UTC's are possible.
- "I strongly believe the concept is super, however some issues that need to be tweaked are:
 - 1) New arrivals (career airmen)PCS to new duty station AEF vulnerability at gaining base.
 - 2) Swapping personnel from one AEF to another.
 - 3) Child care assistance to help out spouse."
- "The AEF concept works, when it comes to deploying a team ready to maintain their assigned weapons system in mission capable status in an efficient manner. Time is saved by not having to establish work/personal relationships and new work processes when a big part of the deployed team comes from the same home station.
- The AEF concept missed the marks when it come to taking care of all AF members. The concept of deployment schedules works better for aircrews and maintainers assigned to a flying/operational squadron. If your assigned to an operational squadron your AEF schedule has you in the hot seat for one AEF then off for 12 months. However, if your a aircraft maintenance person assigned to a Maintenance Squadron (MXS) or Equipment Maintenance Squadron (EMS) and you support more then one operational squadron you could find yourself having to support 2 and sometimes 3 AEF per year. As a flight/shop in a MXS/EMS squadron you never get any AEF downtime/recovery period. We always have lost manning to an AEF and that has become a problem by increasing our deployment requirements and increased work at home station for the folks left behind. Shops like an Aerospace Ground Equipment (AGE) Flight who loss manpower but very little workload because very little equipment is deployed yet a smaller number of maintainer are left to maintain the same amount of equipment. A small reduction in workload is out weighed by manpower lost.
- AEF works for aircrews! Not too sure about the other members of the Air Force Team.

- We have 45 assigned to Dyess AFB, should be 65 assigned, we support an ACC mission of 3 Squadrons(40- aircraft)of B-1's and an AMC mission of 2 Squadrons(40- aircraft)of C-130's. Our C-130's are the most utilized units in AMC and are deployed 9 months out of the year. We deploy with them, some times to 3 and 4 different locations at the same time. We send usually 4 to 6 personnel with each C-130 Squadron who only take 4 to 6 aircraft with them. Leaving at home station only 33 personnel to maintain all of the remaining aircraft each time they deploy. I went on AEF 3 & 4 from Feb 01 to Jun 01, and I am now on AEF 5 & 6 which is scheduled to deploy around Sep 02. Will that change? Who knows? Can I plan to be gone during that time frame? Sure. If it comes earlier and I have my Son for the summer, I will re-arrange my plans again? Sure. It's just difficult to explain and hard on the heart. But, I'm proud of what I do and will do what ever I must. We're currently tasked heavily and will be again.
- I think the AEF plan has a good deal of people who get deployed while others because no deployments slots during their AEF stay home. Deployed people from the Air Force should be on a list and rotate as each one goes the other moves up the list, not your AEF time frame. It is nice to see that your time has come and gone but consider the person that has gone each year for the past 3 years and you have stayed at home for those years. Is that fair?
- "My AEF window was 1Jun-1 Sep 01, I received a 10 day notice of deployment. For me it was no big deal, I understood I could deploy at anytime during my window and I was prepared. My other member of our ""work group"" did not deploy with me, I was assigned with two other active duty members from two different bases. Gelling together took some time but did it and got along fine. If I could change two things with deploying it would be: the superintendent of our shop should be permanent party for continuity purposes. We have an extremely critical job (NBC plotting, reporting, detection etc.) and having someone there for a long period of time would greatly reduce the constant learning AND changing procedures. Secondly, if AF doesn't want to increase permanent party slots then to increase deployment time to 179 days. I feel this would greatly increase the continuity for the deployed location and at the same time reduce deployment taskings from 4 people per year to 2 people per year being deployed. The drawback would be home station would suffer more than with just a 90 day rotation but I feel it has more benefits than anything.
- The AEF concept is a great tool to have, individuals know when they are in their ""window"" and they can plan school, vacations etc. better than before. Everyone knows that the concept can't work for all AFSC's but the majority it's conducive.
- Stating the obvious - where's the bomber AEF plan?

- We at SJ are not assigned to an aef. We are an aew. I would like it much better if we were an aef or if the aew would rotate to another wing after a period of time. We never know if we will deploy. We only have a window. We have not deployed in over a year and I believe that this hurts our readiness ability. As personnel rotate to other bases we are left with few who have actually deployed. Being part of a regular rotation would be better not only for peace of mind of knowing when and where, but it would also help readiness training because you can only simulate so much. To get experience you need to actually deploy.
- The only addresses the AEF...SJ is part of the AEW. Total different concept for an AEW. Also an the AEF concept was developed to meet on-going OPSTEMP with set schedules. With MRC or current situation, the AEF concept does not apply due to the increased demand for forces that a single rotation can not fulfill. This operations must tap into other AEF rotations to meet the CINCs RFF.
- This survey was a complete waste of time for me...about 90% of this had NOTHING to do w/ me. Asking me questions about my family is ridiculous because I'm single, to be more accurate you should ask if someone has a family and if the answer is yes, then continue on. Also not being in an AEF (but in an AEW) makes most of these questions not applicable to me at this wing, at least the way they are worded now. I don't mind doing surveys to better processes, but when I find I've wasted my time trying to help out it makes me not want to "help" in the future. If you had a Not Applicable choice this survey would be a better reflection of the information that you're looking for rather than me having to choose an option that is blatantly false.
- I understand/accept my obligations and responsibilities as an Air Force member. Deployments are part of the mission.
- I understand that this concept was designed to share the load. However recent events clearly illustrated that the AEF rotations were not followed. We mixed two units and did not follow the AEF plan for OEF. Now that we are deployed for OEF we still have AEF taskings. This puts a huge strain on our unit to support out deployed OEF wing. Deploying units as a whole is a much more sound concept. That way one can shut down operations at home and support the task at hand. It also allows units that train together to fight together. This as opposed to psuedo-random mix of people. The amount of administrative work and staff work the AEF concept demands is huge and not worth the price. I think the Navy does it better. Units deploy and fight. We cannot continue to do full operations at home and abroad at the same time. That concept is ridiculous, especially in these times of low manning.
- The concept is nice idea, but at a AEW base we are the spot for short falls. Other base saying that they can not fill the slots. I have been in the Land of the Sands at least once a year. I went to a Sliver Flag back in July and found out that their are

individuals at bases that have not been over there once. Oh did i say that they are on a mobility team. Sounds fair to me. I cannot plan to far in advance for leave. I try to get on one (TDY)during the winter months, so I can try and have the summer off. AGain the concept is good but the processes gets broken down from what it was inttended to be

- Never deployed as a work group, all of these questions should be tailored to both categories. Question 118, should include separated. Separated due to past deployment and upcoming remote. The AF has contributed greatly to the destruction of my marriage.
- "1. AEF concept is workable, but the units send the teams to meld with other units from different bases some times it can be a problem - example- 3 Services units from different bases send their people, then upon arrival at the deployed location we have to find out through personel knowledge, or fact finding sessions on what individuals/groups are best suited for the jobs to be done. (Preventive step) When we deployed last year our chief coordinated most of this before we left our home station. (Food for thought) 2. When you ask the question about ""Home Station Work Group"" it should mean Unit Work Group, yes we do deploy with personnel from other units from our own base, but most of the time we only work with very few of them, -example- CE/SF/SVS. There are exceptions to every deployment though once the cliques are broken up- work gets done quicker then.
- I am just engaged, but treat as if married..... My AEF was cancelled, but have been deployed
- AEF is not designed with Bombers in mind. We do not deploy on a regular basis within the AEF, we are however assigned to multiple AEF's and must be available to deploy in all of them. Since we only deploy for real world our deployment can come short notice. Our support people do deploy on scheduled AEF's tending to break up our units. Since we are tasked against multiple Aviation AEF's our support personnel are tasked on multiple AEF's also. In short this system does not work for bomber units.
- There is only one aspect of the AEF concept that needs to be changed. Currently the process as I understand it, If your assigned to a particular AEF, you cannot be used on another AEF unless you have met the 15 month requirement. This rule is good, but should not apply to folks who were on standby for an AEF. This rule has resulted in personnel deploying twice in a three year period and others to deploy only once, sometimes not at all. With the amount of taskings a particular base may receive, to maintain a stable force to carry out the mission at home station and to provide stability for family life, the rule should be as follows: If you actually deployed on an AEF, you will not deploy on AEF again for at least 15 months, preferably the same AEF. If you haven't actually deployed in the last 15 months, you are vulnerable to deploy and can be selected to fill a tasking on any

AEF. For example, individual was on standby for AEF 9/Cycle 2, squadron now has a tasking for AEF 3/Cycle 3, since the individual did not actually deploy, he/she can be used to fill this tasking.

- What I dislike even more than high deployment rates, which I have not had while serving this particular assignment, is having to move every 2 or 2 1/2 years. I appreciate the better predictability and the overall reduction in TDY days for most Air Force members. The current system which PCS's people so rapidly is just as wearing as high ops tempos. I have moved 6 times in 9 years. I have been on station about a year and a half, and I already have to start looking for assignments. The constant moves is the issue that makes me want to leave the Air Force more than any other. I am happy with my ops tempo, I am happy with my pay, and I like my job. I would like to be able to stay in a location longer than what the current assignment system allows.
- A couple of explanations: I love the Air Force, and would stay in, but I have been in for 24 years, and that is why I don't see myself staying for another 5 years, and also why I'm looking for another job. As to the AEF questions: I have not deployed as a member of an AEF. But I did spend a year as permanent at a forward AOR location. My observation: I think the AEF CONCEPT is outstanding, if we stick to it in ordinary times. We should have abandoned it during the recent surge though. But since we are supposedly sticking to it, then there are some discrepancies worth noting at my location. During Cycle 2, I was assigned to AEF 2. Now, I have had to reassign myself to AEF 6, because that is where my UTC was moved to. In Cycle 2, my flight was tasked to support 3 AEF's with 3 6-man teams each. Now, in Cycle 3, we have been tasked to support 2 AEF's with five 6-man teams and four 6-man teams. That means I had to move 18 personnel from one AEF and assign them to the two other AEF's. That not only does away with the predictability factor, but we now have split up teams that were working together. I am at a loss why this was done. Are we saying that AEF predictability is only good for that year, and personnel are subject to be moved from one AEF to another in successive years? Or was this an anomaly? Would really like an answer to that one.
- I personally have been deployed yet with the AEF group. "#8 No, because the ""concept"" doesn't seem to be working #11 1-unfair that all Even #'s go to SWA 2-unfair that some bases don't have people tasked for AEFs #12 It's better than not having a clue at all, this concept at least gives me better idea on how to plan leave/vacation #14 It all depends on how the Air Force (United States Gov't) treats me, I'd prefer to stay in until retirement though #52 I like the AEF Concept, it just doesn't seem to work. Why do I think that & why am I told that...well it's because the concept doesn't look to have taken into account high deployment units like SFS and CES. This is living proof that we've got a low manning problem right now, but entertainingly enough, if you look at manning docs, units aren't authorized to have too many more personnel than they already have. #57

Due to our low manning, as a result stretching ourselves thin, we hardly have enough time to keep a CONUS base operational, how are we suppose to find time to train for our real world war fighting jobs?! As a whole, I think we've got fairly high quality, dedicated, troops, but there is only so much a small group of people can get accomplished."

- I think that although some deployments will always be necessary, the amount of deployments is more an issue. If the number of bases (especially overseas) had not gotten so low, there would not be a need for so many deployments - we would already be there (in a stable tour)! I find it a little hard to believe that it's better (both financially and morale-wise) to pack up planes, equip., supplies, personnel, etc. and go half way around the world for a short period of time then do it all over again to come back home vs. having all but personnel already in place and ready to go. A PCS tour is far more stable and less stressful on the family unit. Less stress at home produces better quality productivity on the job.
- I have been on two AEFs -- one to Kuwait and one to Curacao. I was with my squadron both times. However, there was no "rest of the team". "They" were other people in other units deployed there. I never felt like we were part of some "team" that was always going to be together -- and I'm pretty sure it never was supposed to be that way. However, the whole operation and mission went fine as we are all professionals...I don't think there could be any excuse for not getting the job done just because your squadron buds aren't there -- you meet new people and you adapt. What I like about AEF is the idea that it is planned out.
- Just a note that I am one of the many effected by stop loss. I was due out in Oct after having my second child in Sep. This effects some of my answers to these questions.
- the only thing that bothers me about the aef concept is the fact that those of us who have two AFSC's can be tasked overseas for assignment in one while fulfilling an obligation to go on a deployment in the other AFSC. I have a Primary AFSC in 2a551e and a secondary in 2a353j and i have an assignment in my secondary. i have a current assignment to Korea for a remote. You ask me if its fair? i believe if the air force wants me in one AFSC then it should take away an obligation in the second AFSC and not expect its members to fulfill both AFSC's equally. this puts a strain on the member for future planning in his life outside of the air force.
- My TDY was out of rotation and I was the only member that pulled this duty. It was not in my AEF Window. I answered some of the questions in regards to my TDY. I prefer to deploy under my AEF Window with my home unit. Not with another team.

- My concerns with the AEF rotations are that they do not look at who was where the previous year. Our Wing, when we deploy, sometimes takes one squadron, two, or more, but in the last two years I have been with the squadron that has missed christmas, thanksgiving, and the new years hollidays. Tell me thats fair and good planning by the AEW people! We have no stable family life in the Air Force anymore. That why a lot of people are getting out. We have no manning in our squadron, so the same people deploy on every rotation. And if you look into our wing, at the people in the jobs that are out of there career field, that number is very large. But we as a wing never seem to see these people that are hiding from there real jobs when it comes to deployment time. Stabiliity is the Key here, but we do not have it at Mountain Home
- I think we "the airman" have the right to know what's going with deployments. We were told about 20 different rumors in the past 3 months about deploying. Why is it every year about this time I'm told I'm deploying? Are you trying to ruin our holidays? I think we should get paid more than bums too. Have a nice day.
- I returned from my last AEF deployment last Dec. I was scheduled to deploy again in Nov., but medical problems kept me at home. I was originally told that I would only have to deploy ever 15 months. Then I was told the 15 months started when I left on a deployment so it was every 12 months from my return. Then I was told as long as it was the same AEF they could sent me when ever (11 months from Dec to Nov). I had missed Thanksgiving last year and was going to miss both Thanksgiving and Christmas this year while others in the flight were only filling stand-by slots. I don't mind going when it is my turn but the wealth should be shared equally. (If you were in a stand-by slot last yeara and didn't deploy, you should have to go ahead of someone that did delpoy.)
- Why was this survey sent to me when I am on an AEW and not an AEF? It does not make a whole lot of sense to me!
- I AM ASSIGNED TO AEF 9/10.(LANGLEY LEAD WING) OR SO I'M TOLD. OUT OF THE 17 PEOPLE HERE IN MY WORK-GROUP, ONE IS FROM LANGLEY(ME). THERE WERE MANY OTHER AVAILIBLE. THE AEF CONCEPT HAS LITTLE CONTINUNITY IN SOME DUTY SECTIONS. WHEN I ARRIVED, EVERYONE LEFT WITHIN A WEEK. SO IT SEEMS AS IF EVERYONE IS STARTING FROM SCRATCH. IS IT POSSIBLE TO OVERLAP SOME POSITIONS(ie 45 days with 8 and 45 days with 10). I always thought that AEF was a wing used to mobilized when needed. But it seems that AEF means go to PSAB. I MUST SAY THAT Pedictability IS A GOOD THING. BUT WHEN A TEAMS HAS 5 MEMBERS AND ONLY 1 IS REQUESTED, I SENSE A PROBLEM. IN MY CURRENT SITUATION MANNING IS A PROBLEM. THERE ARE VERY FEW AIRMEN, 3-LEVELS AND 5-LEVELS.

IT IS DIFFICULT TO BE AN NCO WHEN 12 PEOPLE OUTRANK YOU.
MOST OF US (SSGT/TSGT) ARE NOT NEED HERE AT THE SAME TIME.

- Most of my concerns are related to the fact that I am a single parent. I have been separated for three years and will be divorced in about 4 weeks. Also being at a base that has 2 missions is tougher, we are an AEW and also support AEFs. Therefore we have firefighters deployed year round for 120 day and 90 day deployments. When you figure that in and the amount of military people we have, the numbers do not match up to the 15 month rotation and the 90 days only. We have also supported deployments to Ecuador and Honduras at times and Las Vegas that did not support an AEF or AEW, these come in between or as additional taskings. It would be much easier if I knew I was going in 2 months for 90 days and that was it, I would have no problem with it.
- I have been on 3 AEF deployments in my career and always deploy as an individual by myself. It seems evident that the only people benefiting from the AEF schedule are the people assigned to flying squadrons.
- I feel to better keep people in, SRBs should be giving more money to certain career fields. Especially 3A0X1s who are pretty much doing the same job as 3C0X1s.
- I am not currently assigned to an aef, but to aew 10. I have not deployed under the aef concept in my career so I cannot give an honest answer to most of these questions. I hope I have helped a little.
- "The AEF program has not changed my deployment status in any way. Reason being that it has not been around long enough. I think that once all of the ""bugs"" are worked out it will be a great program. It would be nice to know when you were deploying and who you will be going with. I think it will be a great program overall.
- As far as the Air Force itself goes, I can not wait to get out of here. My date of separation was to be 13 days ago. Of course I had plans to leave this state and continue on with my life with a job and home that I would be happy with. Because of the stop loss I have to stay in and ""suffer"". I can not stand being here and I can not wait to get out. I am not the only individual that feels this way about the stop loss. I do not feel that you should force someone to stay in if they have served their commitment and already had plans to leave. It causes too much stress on them and their family. Not only are we not allowed to leave but we also are not able to get future plans on their way because we do not know when we are suppose to be getting out. I am completely unhappy with my job and the Air Force. This may be a selfish act on my part but it is the way I feel and so do many other of my co-workers. I feel that if they need us after we are gone, they can just reactivate us, that is why we are signed up for 4 years of active and 4

years of inactive. In the mean time, we should be allowed to get on with our lives that they are taking away from us. This is not much different than being locked up in jail. It is like we are being held prisoners except we can go to our ""so called homes"" every night. This is not my home. My home is in Indiana, far away from here.

- We are an AEW which has not been deployed. I picked this base 2.5 years ago for the high deployment rate. We (SJAFB) has not gone anywhere since then. The AEW concept needs to be dissolved and through us back into an AEF. We (CE) have a lot of experience here at the base that is not being used and retiring. The new airmen understand their jobs at home station, but have not had a chance to learn from the SNCO's at a deployed location.
- There is too many other commitments going at one time for the AEF process to work. I am actually gone more now than before the AEF started up..
- I have not been able to deploy despite numerous attempts to volunteer for AEF missions. The AEF concept, as far as I can tell, does not apply to my AFSC due to internal issues which are particular to each base office. "Rotations" into AEF slots do not exist for us, it is based merely on whomever the SJA wants to send. This is true even if the individual picked has already deployed and is within the 15 month AEF "non-deployable" window.
- AEF concept works well on fighters but is not really suited for B-52 units since there are only 3 squadrons that can deploy. That means we are on the bubble two thirds of the year at best. That really does not help at all.
- I deployed like crazy while we were ""proving"" the AEF concept. I haven't deployed recently but will probably do so when my window comes up for the first time here at my current base. Since we don't historically deploy all personnel on a particular AEF during a particular rotation, I will not be deploying because of some ""Team"" concept - I will be deploying because there are relatively few Tech Sergeants on the list that are lacking an excuse not to go. All it takes is a requirement for one TSG in the line remarks and I'm gone. I've done this too many times in my career and I'm tired of it but nothing's going to prevent me from retiring on schedule in four years. I don't like being away from my kids but half-pay for the rest of my life is a pretty big incentive to grin and bear it!"
- This is a really good survey. It should however be sent to people that are on the AEF's to make it of any use to you. I and my co workers are not on a team.
- Like the deployments, now all I wish to do is PCS
- I am part of an AEW instead of an AEF and we feel that being on call for 240 days out of every other year is too much. The in between year we are on call 120

days. Out UTC tasking requires 5 personnel to support a 24 ship package and there are only 11 personnel assigned but there are 98 aircraft assigned. The personnel who would remain at homestation would be way over worked. No one seems to be able to get an assignment out of this duty location and are either primaries or alternates for every call up period. The AEW wings should be plus upped for manning to at least 150 percent of authorized slot to enable people the opportunity to get an education and spend time with their families. On every on call period you are either a primary or alternate for deployment so you never really have any stability. You can never plan anything even if you are an alternate as the primary may have something happen and you will be required to fill their position. We are expected to send approximately 50 per cent of our manning to support only 25 percent of assigned aircraft.

- I have never deployed, nor am I in a position to do so. However, I know how the system is supposed to work and my troops deploy quite often. AEF's are not solid. They leave when convenient or necessary, with little regard for the cycle. In theory the AEF seems great. But as with any great theory, if the product does not imitate the theory, what good can come? In my meager opinion, I believe we should follow the AEF properly or rid the Air Force of another great theory.
- My husband and I are both ADAF and we both serve our country. Each of our jobs require different sacrifices and objectives. I do not feel the AirForce (our squadrons) is fair to people who are married to another ADAF member. We PCS'd here in July and still have not settled in. This base does not seem to be welcoming. My husband deploys more than I do and what is frustrating (even before the current military situation we are in) is being told every other month that there is a possibility of him deploying. This has affected our life several times. It creates anxiety in life.
- I am not too much help on this since I have just pcs'd to Langley. I am not officially assigned to an AEF yet. The concept is good but I think with it you miss out on the opportunity to meet people from different bases.
- " AEF concept is fine, deployment predicability is nice, but there are some serious problems still. First, swapping the ANG every two weeks is silly. Their ability to perform the mission is degraded, and so is ours. Send them for 90, or at least 45. They joined the Guard voluntarily, it's purpose is not to provide them occasional entertainment and extra cash, it is to defend this nation.
- The AEF center needs to get control of the AEF process. There is a complete disconnect between the AEF center, the leadership at the deployed location, and home station leadership. Exactly who has authority to reduce/decide not to man certain positions? Who has authority to increase manning requirements, who

develops and enforces deployment packages for unit sizes that are not already built, such as 12 F-15's vs 18 F-15's?

- Being involved with telling the AEF story since our wing first deployed, I've heard nothing but good comments about this initiative.
- "The AEF system does not really change the way my AFSC deploys. We are always a group of individuals deployed from different bases so much of this survey did not apply.
- Many of your questions were repeditive. They were simply rephrased and asked again often opposite in meaning.
- This is the second time that being away from my Spouse has negatively affected my marriage. That part of deploying is not fun anymore. The work relationships that developed were great for me personally. The TDY was not a problem to go on but there were several problems that happened at home station that might have prevented anxiety. Medical problems for spouses and the inability to "be able to be there for them" during a trying time. There were 5 seperate individuals that had stuff like that happen during this deployment. That affected the moral a bit as the people (me included) were worried about the home life.
- How is the AEF program successful? I am on AEF1 and I have deployed in place of others on other AEF's. I am not the only one. Many of my bretheren have deployed on the average of 3 AEF's per year and they are married. I feel that the AEF program is inept and needs re-structuring.
- We've been enforcing a no-fly zone over Iraq for a decade. When you sit back and look at the questions we're asking ourselves about the apparatus we've engineered to conduct ONW/OSW, you have to marvel at the sheer magnitude of it. As officers we must remain a-political, but I think it will be sad if, after my 20-26 year career (began in '90) our national security strategy still has Hussein in power, along with the resultant US operations. This and the excess military infrastructure the congress forces us to maintain have been the two greatest detractors from my career field in the past ten years. We've done amazingly well despite the odds, due to the efforts of a lot of smart people, but training and retention have suffered greatly, and still do. The troops consistently tell me they don't need more benfits, they need more co-workers on base and working. We work seven days for every five most people work, and at least an hour longer each day. In stead of improving ""steady state"", we should be trying to make it not ""steady"", or not even a ""state"" at all."
- I have never been deployed but some of the questions i answered by the way my husband would have he has just been deployed. But all of the agree disagree questions were all me

- I was on the AEF for Jun - AUG 2001 this past summer, then when I got off that one without going anywhere then they put me on #2! I thought they had to wait a year or so before putting you on another AEF...however I understand what is going on in the world at this time and I'm ready to go over kick some butt and shave off all those taliban beards!
- I have never deployed, but was told the strong possibility was near. I left some questions blank because of the fact that I have not yet deployed.
- I am currently assigned to both 7-8 and 9-10 AEFs, and currently deployed in support of Operation Enduring Freedom. The AEF rotation cycle no longer applies to our situation...we are currently deployed for an indefinite period. The AEF concept is great for peacetime operations, but becomes non-applicable during actual conflicts. Additionally, there are an insufficient number of units with which we can swap for an on-going operation such as this. In the end, we will probably rotate every 90 to 120 days between home and this deployed location.
- "Overall, I think the AEF concept is a good one, but it ends up tasking a few folks a lot of times rather than spreading the tasking evenly across the Air Force and other services. Just saw slides today that 1/3 of the Air Force communications units aren't part of the AEF cycle yet. What that means to me and my troops at Langley is that we end up vulnerable to deploy throughout the year, regardless of AEF cycle, due to shortfalls/reclamations. This doesn't add the stability that AEF was supposed to bring.
- Other major part of the AEF cycle that's broken is that it's an AF-only system that doesn't adjust well to changing requirements like Sept 11. I'm in a crew that is in very rugged conditions, was deployed well ahead of our AEF cycle, and will probably not rotate out until 180+ days while other people at plush PSAB or similar OSW/ONW established bases get 90 day rotations without question. Rotation planners have made little progress since 90 days ago! Nowhere do I see Army, MAJCOM staffers, or AETC sharing the deployment load, and many of us out here fear a return to this location shortly after rotating out.
- Bottom line I've learned over my 9 years--AF and TRUE family are incompatible because of demands on personnel at home station and deployment. If I die on this deployment, I have much to regret for choices I've made to put in 55-60 hour weeks at work and going TDY when necessary. I know I have to deal with this while I'm still in, but it won't be for more than a few months. I'm willing to take a pay cut to have predictable (shorter) hours, no moving, and little-to-no travel."
- The AEF is a good deployment planning tool, but not an employment tool for heavy bombers due to limited squadrons and locations. My unit at Barksdale is

tied to AEFs 1-4 and 7-10 which equates to 12 out of 15 months. For employment we are discovering that a 90 day cycle is too short and a 120 day cycle would work better. The AEF ensured we were ready to deploy, but we quickly realized it is not a good employment tool for heavy bombers, due to our current Ops tempo. I am thoroughly satisfied with my career in the Air Force and am fortunate to have a family that supports me as well as the Air Force, but I think we need to readdress the AEF timelines for the bombers, because it doesn't work in its current form. A 120 day cycle would be better because it would better rotate people and not have individuals TDY the same time every year as we are potentially looking at right now with OEF underway.

- "I am no longer assigned to an AEF as I recently cross-trained. When I was a member of Security Forces.. The AEF concept worked extremely well. Other units should pattern themselves after the AMC SFS schedule. There was absolutely no question when you were going to deploy.
- I do not like the idea of leaving my family behind when I deploy. But at the same time, I joined the military on my own free-will and understand my commitment to the Air Force fully and would not hesitate to deploy. And when I do deploy, sure I will miss home but in no way shape or form would I let it compromise my job or the mission.
- I didn't finish the survey as it asks alot about our work-group, deployment team, the deployment, etc. The people in my squadron backfill slots on every other AEF cycle which the reserves don't fill. I have not yet been deployed on an AEF deployment, but recently went to an exercise in Egypt--not sure if that counts.
- I'm assigned to an LDHD platform. We are attached to every other AEF deployment but only go if the shooting starts. My unit hasn't deployed for an AEF rotation. Qestions 102-111 aren't really applicable to me.
- Sorry, I left so many blanks, but MTN is an AEW....on/off call every 120 days. Most of your questions don't address a schedule as ours. So, I'm telling you, we can't relate to a rotation every 15 months.
- The AEF concept still doesn't really apply well to low density, high demand platforms.
- I feel this survey should be sent to members who have deployed or belong to a AEF. I think a separate survey could be done for those who have never deployed but have the possiblity. It is hard to take a survey on something you have never experienced.
- You talk about the AEF as if it is the only time people deploy. When I am not in the "Bubble" I do go TDY to other places. Although it may or may not be for an

extended (30 Days) amount of time it is still time away from family members and the burden of caring for the family puts more stress on the member at home not the one that is TDY. AEF Concept may be good to know when you are going TDY with a group but it by no means is effective for all other TDY's that come up.

- I haven't deployed as part of the AEF concept. It seems to be a great idea as long as we don't have a war going on at the same time.
- The AEF concept is great on paper. Unfortunately, personnel are being pulled to supplement packages when it is not their turn which leads to chaos due to out-of-turn rotations and backfilling. This is creating grave problems within maintenance career fields. We are trying to distribute our experienced personnel equitably throughout the cycle. When we have to backfill, it kills our experience levels on later deployments. Also, leadership has not addressed the problem with back-shop career fields such as mine which are required to support tenant units. Will be supporting ACC as well as AMC rotations. This essentially doubles our ops tempo. (No wonder we can't keep our sharpest married first and second termers)
- I believe that the AEF is effective, in making people go to deployments who would not normally volunteer. However, there are those who have been volunteering and have not been selected. Unfortunately, The rotations seem cycled. The Group 1 have been selected for deployment again after they have returned, since the last deployment. Those of other groups have been passed over since the last deployment. The deployment of groups should be staggered better. Give others the opportunity to go.
- There are too few personnel to fill the requirements of the AEF/AEW concept. Therefore, people are moved from AEF to AEW and back fill the requirements. The concept of returning to your home unit to retrain and train doesn't happen. Pilots must get time in the seat to stay proficient. Which leaves only time to get the job done for everyone else.
- I think the AEF concept is a well planned and thought out process. I do, however, prefer to spend my time at home station with my family.
- Do you consider other TDYs as Deployments? They have the same effect as AEF's. You did ask if people were being swap between AEF at base level. This practice which is done at Fairchild undermines the whole AEF concept. I think we should try to keep the AEF but make the base justify changes in personnel. After September 11 keep the AEF will be hard to do. Also there is nothing that makes the bases changes alternates to primary slots on the next AEF rotations. We just keep hiding the dead wood as we always have. Thank you for taking the time and effort in putting out this survey.

- AEF does not work for people who are PCS'ing. I was on AEF 9, I PCS'd to Hill and now I am on AEF 10.
- I believe the reclama's of other AEF taskings throw the deployment schedule off track. When you are on AEF 9/10 and must also take the taskings from other AEF's not being able to meet their commitments it detracts from the team concept and leaves you having to fight to meet your own commitments. I think Guard and Reserve units should take all shortfalls so the team concept can be kept in place.
- It seems to me that the word on AEF hasn't reached everyone yet. I have seen other career fields at this base that switch around troops to fill AEF taskings. In fact my troops in our shop did not know what AEF they were in when I got here 6 months ago.
- I Felt my deployment was a palace tenure. I deployed as an individual 2 weeks earlier than the rest of my group. Also from my experience the AEF concept only works for flying squadrons. Those of us who are not assigned to a flying squadron have to be a lot more flexible because we dont know if we will be pulled as an individual or a team
- "I'm willing to do anything to support my country, but being away for so long at one time only hurts the family members! AEF would work if you would consider all the other tdy's that come up during the year
- It feels like were being nickel and dime all the time.
- Also Pay has allot to do with life issues..... Stop paying these kids 30,000 grand to come in (try a totally free college education) and give it to the people that want to stay in.... NCO's over ten years.
- The AEF worked out well for me. I was the only one to deploy to my location in the communications career field from my base. I learned a lot and support the AEF.. I think it's a great thing with many benefits.
- Although I'm not currently assigned to an AEF, I'm responsible for assigning other members of the flight to AEF positions. From all the briefings we received on AEF and EAFs, I fully understand how they are suppose to work. Unfortunately they're not working. AEFs were suppose to allow us to fight 2 majors war simulateously, yet we've had to accelarte the AEF cycles to keep up with the demands of the current war. This hasn't allowed people to take care of personal issues as they planned. We've had confusing information flowing down from the AEF center and at times we been tasked for deployments by people going around the AEF center. The concept looks good on paper, but it hasn't worked was a major conflict was taken on. My people are confused and anxious

because they feel we are back at square one. No one has confidence in the system because they no longer know when they will be tasked to deploy. The team deployment is a good idea, but if you can't stay with a deployment schedule, get rid of it. We seem to be only slightly more prepared to deploy than we were before AEF was implemented.

- As lead wing in AEF 8, we were in the bucket on 11 Sep 01. From the wing perspective, it would have made more sense to deploy the 28AEW as a cohesive unit vice sending some aviators one place and the support group another. Also, tasking the on call wing's bomber aviation package first makes sense until the size of the deployed aviation package exceeds their capability at which time the lead wing's aviation package is tasked to round out the unit. Had the lead wing's on call aviation packages been tasked instead, it would have made the deployment much easier since only one unit could have filled the tasking vice having to rainbow two units in a manner the deployment machine isn't set up to handle. This caused us to send people without hardcopy orders because there wasn't enough time for the system to process backfills for shortfalls that were, in reality, not shortfalls at all but a rainbow package. While we have to be flexible, which we were because we made it happen, there needs to be a better correlation between what we tell our folks the AEF structure means to them/how we train for deployments and what we are really going to be asked to do. Bottom line is that we were tasked to deploy, in our AEF window, in a manner that we cannot exercise because the system isn't designed to handle it. At the unit level, we did what we had to do to make it happen but we encountered much confusion and conflicting guidance from above in the process.
- As a member of a high-demand asset, we are deployed all the time. The AEF concept means nothing to us! We are deployed or TDY most of the year regardless of the AEF concept. What reconstitution period? I'd love to see one! We pilots talk among ourselves and feel the military continues to dig the hole deeper. Why would any of our young troops possibly want to stay in with no stability, no home life, and no hope of it improving?
- The AEF concept seems to be a great idea. I'm just waiting to see it implemented. I've deployed twice as individual and haven't seen a group of us deployed together yet! I applaud the idea and hope the actions follow soon.
- This survey had very little applicability to me as a C-5 pilot. However I can add a few comments. We were told that the AEF concept would stabilize our lives as well. (Every few months = big push). However, there always seems to be a presidential movement or something else right before, after, or during a swapout and it gets absolutely crazy. From May until August this year we were on the go with the promise that things would slow down in Sep. Obviously not! Point is, it hasn't done much to stabilize our lives at all and has brought some pretty tough months about.

- Prior to the AEF system coming into play, we had a list of personnel by skill level and we used that list to fill taskings. It was offered to the next person on the list, if they didn't want it, we would offer it to any volunteer on the list that met the requirements, if no one volunteered then the original person had to go. This method offered our people and our unit better flexibility when filling taskings. Now, if you're next, you're next, end of story. Also, some AEF's are never tasked while others are tasked every year, so you have AEF 7 folks deploying every year, and AEF 3 never getting tasked.
- We send people not qualified on these TDY's They are forced to work their butt off and still study their CDC's (burn out/separation) so let me sum this up. We send unqualified/untrained people (because we strip our units for other deployments and are forced to send them) Supervisors have to work harder and so do the troops and for dinner we get fish/chicken and rice again! So when you say effective or highly effective, I look at it like this. We guarded planes. Did they get damaged or stolen? If no then we were effective and the mission was accomplished. There is no home station training when we strip units for TDY's. We send people on these TDY's work their butts off and they say forget this, I can make more working for 7-11 so they get out. And the cycle returns. Now think about the NCO. How do you expect me to try and keep these people in the AF, train them when you treat them like this. "
- "The idea behind this AEF program is great - But it isn't always put into effect. I went on my first deployment last August through December (volunteered for it - a desert location). Then I went again in May through Sept (again volunteered to fill the spot when someone fell out on a medical waiver short notice), then again a few weeks later that same month in Sept through the present time with no return date home. We've already passed our 90 day mark, and are told to expect to be here for another 3 months. Some bases have plenty of our career field that have never once in their entire career gone deployed. Why are only a few bases tagged, while so many other personnel are overlooked? I've been deployed the most in such a short time span out of my flight here, but there are others out there with the same complaints that I have. My flight is still waiting to hear about if we'll ever get replaced and cycled out of here, with no note of hope. Personally, I'd be more impressed by this AEF cycle if it actually worked the way it is supposed to. I know of several people in my flight who won't be reenlisting because of this. I'll probably reenlist, despite all the BS going on, but then again, I'm not as sure as I was 6 months ago.
- The AEF idea is nice... its just not effective. Make other bases participate in it, tag people who don't deploy as much as the rest of us - then it might be a fair system - but until then - a good idea is all it is.. Just another pretty concept on paper that will never match anywhere close to the less than nice reality of deployment schedules."

- As the Wing Vice Commander, I am not scheduled for any AEF rotation. However, I am worldwide deployable. My last AEF-like event was the summer of 1999 when I was the commander of the 3d AEG to Kwang Ju, ROK...a very positive experience. Overall the AEF concept has been very good for 1 FW personnel. ONE and OEF are the add-ons due to current events. Everyone seems to understand that these are special times, outside of the normal AEF construct. I would definitely like to see the AEF Center assume more power with some control and direction over the AOR. Keep up the good work.
- I Have been on a couple AEF teams, however, I've never had the opportunity to deploy. I hope the info i gave will be of some assistance. Also, I wonder if there is some way to be flexible as to who is deployed.(i.e. A married troop who doesn't want to leave his/her family -vs- a single troop who is excited about deploying).
- The AEF concept is fine. But way too many other deployments on our off time. We are first short handed then over tasked on our off time. The AF is wearing down our members. This is the main reason for so many seperations. Its time to evaluate this AEF and off time deployments.
- While I think the overall creation of the AEF, AEW packages was to try to ease the deployment burden on personnel and their families, manning in the 2W0X1 career field here at Cannon is not sufficient to fill two AEF's and one AEW. We may have 160 personnel assigned (appr. 208 authorized), but they are not all deployable. This means, personnel get shuffled around (even if it is temporary)from one AEF/AEW to another to fill shortages made by those individuals who did not plan leaves around their windows for deployment or were tasked for other training TDY's. Under this concept
- AEF needs to be expanded to incorporate the chance of other missions than the 2 steady state contingencies. AEF is a good theory but not all bases are playing by the rules.
- I think the AEF concept is a good thing, but only if your flight is 100% manned. If the flight is under manned, then the mission comes first and the whole AEF concept doesnt work very well.

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Vita

Captain John R. Underhill was born in Prattsburgh, New York. He graduated from Prattsburgh Central High School in May 1988. He completed undergraduate studies at Clarkson University where he received his Bachelors of Science degree in Electrical Engineering in May 1992. He subsequently received his commission as an officer in the United States Air Force.

His first assignment was with the 64th Civil Engineer Squadron (CES) at Reese Air Force Base in Lubbock, Texas in January 1993. While with the 64th CES, he served as an electrical design engineer and a maintenance engineer. His second assignment was with the 12th Space Warning Squadron at Thule Air Base, Greenland. Captain Underhill served as Chief, Civil Engineers during his one-year tour in Greenland. Enroute to his third assignment with the 436th CES at Dover Air Force Base, Delaware, Capt Underhill attended Squadron Officer School at Maxwell Air Force Base, Alabama. While stationed at Dover, he served as the Chief, SABER Management, and Commander of the Readiness Flight. During his tenure at Dover, he deployed overseas in March 1999 to spend four months in Riyadh, Saudi Arabia where he served as the Engineering and Operations Flight Chief for the 320th Expeditionary Civil Engineer Squadron in support of OPERATION SOUTHERN WATCH. In August of 2000, he entered the Graduate School of Engineering and Management, Air Force Institute of Technology.

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14. ABSTRACT <p>This research examined the effects of deployment predictability and family support on Air Force personnel's intent to leave the Air Force using measures of work interference with family, family interference with work, job and life satisfaction, and affective organizational commitment. Based upon current theory found in the literature, a model was developed linking these variables. A web-based survey was sent out via email and obtained 1,234 responses (25.5%) from Air Force personnel regarding their perceptions of aforementioned variables.</p> <p>Using Structural Equation Modeling, support was found via several indirect paths that predictability has a negative effect on airmen's intent to quit. Family was also found to play a significant role in airmen's intent to leave the Air Force. Interestingly, life satisfaction was found to have a direct, negative effect on respondents' intent to quit. Findings provided mixed support for several demographic sub-categories as possible moderators of the hypothesized relationships. In particular, recent deployments and the presence of dependents were found to moderate several of the hypothesized relationships.</p>					
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